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# The New Face of Government

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A Guide to the New Federal Government Structure

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# **THE NEW FACE OF GOVERNMENT**

## **A Guide to the New Federal Government Structure**

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# FOREWORD

The Canada Communication Group is pleased to provide this guide to the inner workings of the new federal government structure. In a time of transition, marked by the desire to streamline and become more efficient, departmental responsibilities are changing. This guide is intended to provide interested parties with a map of the downsized federal government landscape.

Norman Manchevsky  
Chief Executive Officer  
September 1, 1993





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# INTRODUCTION

After being sworn in as Canada's 19th Prime Minister on June 25, 1993, Kim Campbell unveiled the most significant downsizing and restructuring of government ever undertaken in Canada. She introduced a pared-down Cabinet, and announced a lean and streamlined bureaucracy, one that, in her words, would be "more responsive to the real needs of Canadians."

Key changes announced by the Prime Minister on June 25 included a reduction in the number of cabinet posts from 35 to 25. The number of departments was also reduced by grouping several into restructured ministries. And to make their government more accessible to Canadians, she broadened the role of Parliamentary secretaries, inviting them to play a stronger and more visible role in supporting ministers, both in the House of Commons and in dealing with issues, constituencies and interest groups.

The reorganized departments are now grouped according to shared issues or policies. There are 23 instead of 32. Eight have been either created or fundamentally redesigned, including Human Resources and Labour, Canadian Heritage, Public Security, Industry and Science, and Government Services. Three have been given new mandates, and 15 have either been merged or broken up.

All Ministers of State positions have been eliminated. Six cabinet committees have also been eliminated, including Priorities and Planning.

The changes are being legally effected by Order-in-Council, pending the eventual passage of a Government Organization Act. Though the new ministerial portfolios proposed by Prime Minister Campbell in June will not legally exist until legislation is enacted, ministers' new responsibilities take full legal effect immediately.

A central Implementation Board, chaired by Glen Shortliffe, Clerk of the Privy Council, will oversee the reorganization. Within each new department, Transition Teams have been established to manage streamlining at the departmental level.

The entire process of departmental reorganization comprises three phases:

**Phase I** includes designing and implementing the organizational structure of the new departments, reviewing the size and composition of the management teams (Deputy Ministers, Assistant Deputies and equivalents) in all departments, and preparing and executing plans for the rationalization of departmental overhead functions. The first two steps of this phase have now been completed. Rationalization schemes should be in place by early fall of 1993.



**Phase II**

involves a comprehensive review of the way in which programs are delivered. Plans for rationalization of service delivery will be submitted to the Implementation Board by November 1, 1993.

**Phase III**

involves a fundamental review of the various roles and services offered by all government departments. This process will begin later this year.

This guide is intended to help Canadians understand some of the major changes that have occurred to date. While all information was gathered from sources deemed to be accurate at the time of publication, the reorganization is still in progress, with departments and programs still subject to change. Figures in the charts may vary, in some cases, from previous public announcements due to certain functions not yet being finalized.

# SUMMARY OF ORGANIZATIONAL CHANGES

The restructuring announced on June 25, 1993 is the most significant the Government of Canada has ever undertaken. To reduce the size of cabinet and to streamline government 15 departments and central agencies will be eliminated or consolidated. Affected departments include:

- Revenue Canada — Customs and Excise
- Revenue Canada — Taxation
- Supply and Services
- Public Works
- Consumer and Corporate Affairs
- Solicitor General Secretariat
- Forestry
- Energy, Mines and Resources
- Employment and Immigration
- Labour
- Communications
- Secretary of State
- Multiculturalism and Citizenship
- The Federal-Provincial Relations Office
- The Office of the Comptroller General
- Health and Welfare
- Industry, Science and Technology
- Agriculture
- Privy Council Office
- Treasury Board Secretariat
- External Affairs (the Passport Office has been moved)
- Environment (the Parks Program, including Historic Sites, has been moved)

For the most part, those departments and central agencies not listed above will continue to operate in much the same manner as before. They are:

- Finance
- Fisheries and Oceans
- Justice
- Transport
- Indian Affairs and Northern Development
- National Defence
- Veterans Affairs
- Atlantic Canada Opportunities Agency
- Western Economic Diversification
- Federal Office of Regional Development — Quebec

The following table provides a quick reference list for the restructuring of government departments. For more detailed information about a new department, refer to the relevant section of the report.

<b>ORGANIZATION PRIOR TO RESTRUCTURING</b>	<b>ORGANIZATION SUBSEQUENT TO RESTRUCTURING</b>
Agriculture	Agriculture and Agri-Food
Communications <sup>1</sup>	Canadian Heritage, Industry and Science, Government Services
Comptroller General of Canada	Treasury Board
Consumer and Corporate Affairs <sup>2</sup>	Industry and Science, Health, Agriculture and Agri-Food, Canadian Heritage
Employment and Immigration <sup>3</sup>	Human Resources and Labour, Public Security
Energy, Mines and Resources	Natural Resources
Federal-Provincial Relations Office	Privy Council Office
Forestry	Natural Resources
Industry, Science and Technology	Industry and Science
Labour	Human Resources and Labour
Multiculturalism and Citizenship	Canadian Heritage
National Health and Welfare <sup>4</sup>	Health
Public Works	Government Services
Secretary of State of Canada <sup>5</sup>	Canadian Heritage, Human Resources and Labour, Government Services
Supply and Services	Government Services

<sup>1</sup> Programs from the former Communications Canada have been transferred to three of the new departments.

<sup>2</sup> The majority of Consumer and Corporate Affairs has been moved to Industry and Science.

<sup>3</sup> The majority of the former Employment and Immigration has moved to Human Resources and Labour.

<sup>4</sup> The various income supplement, welfare, and pension programs of the former Health and Welfare have been moved to the Human Resources and Labour portfolio.

<sup>5</sup> The majority of the former Secretary of State has been moved to Canadian Heritage.

# THE NEW DEPARTMENTS

## Human Resources and Labour

The new Human Resources and Labour portfolio will provide an integrated approach to Canada's national investment in people. It brings together under one minister programs that support the income of Canadians, and employment and human resources programs that address the requirements of the national economy and the labour market.

The portfolio includes responsibility for setting immigration levels and selection standards and immigrant settlement programs, which are focused on the social and economic integration of immigrants to Canada, and thus exemplify the broader mandate of the new Department.

Other components of the new Human Resources and Labour portfolio are:

- employment and unemployment insurance programs from the Department of Employment and Immigration;
- income security, Canada Pension Plan and Canada Assistance Plan payments, and some social development programs from the Department of Health and Welfare;
- all programs and services of the Department of Labour; and
- post-secondary education payments to provinces and territories, the student loan program, and social development programs from the Secretary of State's department except for some programs related to Aboriginal peoples.

The new Department will draw on resources of about \$69 billion, with 27,000 employees. Statutory transfer payments such as the Canada Assistance Plan, Canada Pension Plan, income security, unemployment insurance, and education support payments account for over 90 percent of its budget.

The following table provides a breakdown of the Department's budget and Full-Time Employees (FTEs), using 1993/94 Main Estimates information for its component parts.



FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Labour Canada		
Entire Department	246 392	954
Health and Welfare Canada		
Income Security Activity	20 335 869	2 690
Canada Assistance Plan	7 426 048	105
Social Development Programs	64 619	154
Administration of Above Programs	3 201	63
Canada Pension Plan Payments	14 468 000	N/A
Employment and Immigration Canada		
Immigration Plan and Settlement Programs	1 257 579	102
Employment Program	774 361	7 839
Unemployment Insurance Program	494 977	9 716
Canada Employment Centres and Joint Services	163 794	2 313
U.I. Benefits Payments	20 805 000	N/A
Secretary of State		
Education Support	2 768 037	112
Social Development	71 364	79
<b>TOTAL</b>	<b>68 879 241</b>	<b>24 127</b>

## Departmental Management

### Deputy Minister (DM)

Jean-Jacques  
Noreau

Mr. Noreau was appointed Deputy Minister of the new Department of Human Resources and Labour. Pending the passage of legislation, he is appointed concurrently to the positions of Deputy Minister of Employment and Immigration and Deputy Minister of Labour. Born in 1941 in the village of Neuville, near Québec City, he studied at the Université de Montréal and the Université Laval. Prior to his current appointment, he was Deputy Minister of National Health and Welfare from October 7, 1992.

*Address:* Place du Portage, Phase IV, 140 Promenade du Portage, 13th Floor, Hull, Quebec K1A 0J9.

*Tel.:* (819) 994-4519

*Fax:* (819) 953-5603

### Associate Deputy Minister

François P. Pouliot

Mr. Pouliot was appointed Associate Deputy Minister, Human Resources and Labour. He comes to the department from his former role as Associate DM, Employment and Immigration and Vice-President of the Employment and Immigration Commission. He has

also served as ADM, Corporate Management Branch, Health and Welfare Canada. Born in October of 1940, Mr. Pouliot has a BSc (Political Science and Sociology) from the Université Laval.

**Address:** Place du Portage, Phase IV, 140 Promenade du Portage, 13th Floor, Hull, Quebec K1A 0J9.

**Tel.:** (819) 994-4517

**Fax:** (819) 953-5603

### ***Assistant Deputy Ministers (ADMs) and Senior Officials***

**Harvey Lazar** Mr. Lazar has been assigned as Senior ADM, Strategic Policy. Born in 1939 in Montréal, he holds a doctorate in Political Economy from the London School of Economics. He has held senior positions in a number of departments, and was Deputy Chairman and Director of the Economic Council of Canada for five years prior to his most recent appointment as Senior ADM at Employment and Immigration Canada.

**Address:** Place du Portage, Phase IV, 140 Promenade du Portage, 8th Floor, Room 825, Hull, Quebec K1A 0J9.

**Tel.:** (819) 994-4272

**Fax:** (819) 997-7329

**Peter Hicks** Mr. Hicks has been assigned as Senior Policy Advisor and will work very closely with Mr. Lazar in establishing the Department's strategic direction. He was born in 1940 in Toronto and holds an MA from the University of Toronto. He has most recently been the ADM, Policy, Planning and Information at Health and Welfare Canada. Mr. Hicks has had experience at Employment and Immigration Canada as both the Executive Director, Canadian Jobs Strategy, and Director General, Policy and Programs Analysis, Strategic Policy and Planning.

**Address:** Place du Portage, Phase IV, 140 Promenade du Portage, 8th Floor, Hull, Quebec K1A 0J9.

**Tel.:** (819) 994-1780

**Fax:** (819) 997-7329

**Michael McDermott** Mr. McDermott has been assigned as Senior ADM, Labour. Born in Harpenden, England, in 1939, he has studied in Hull, U.K., Paris and at Carleton University. Mr. McDermott has been with Labour Canada since 1965 and has been involved with the Federal Mediation and Conciliation Service as early as 1974. He has held the position of Senior Assistant Deputy Minister,

Federal Mediation and Conciliation Service, Labour Canada, since 1989.

*Address:* Place du Portage, Phase II, 140 Promenade du Portage, 11th Floor, Hull, Quebec K1A 0J2.

*Tel.:* (819) 997-1493

*Fax:* (819) 953-5685

**Hyman Braiter**

Mr. Braiter has been assigned as Executive Director, Insurance. He joins Human Resources and Labour from Employment and Immigration Canada, where he had recently been appointed Executive Director, Insurance. Since joining the federal Public Service in 1969, Mr. Braiter has worked for the former Unemployment Insurance Commission and, subsequently, with Employment and Immigration Canada, where he held several progressively responsible senior executive positions, including Executive Director, Finance and Administration.

*Address:* Place du Portage, Phase IV, 140 Promenade du Portage, 11th Floor, Hull, Quebec K1A 0J9.

*Tel.:* (819) 994-1600

*Fax:* (819) 953-5801

**Monique Plante**

Ms. Plante has been assigned to the position of ADM, Income Security. Prior to her appointment to the position of ADM, Income Security Programs at Health and Welfare Canada, she was Executive Director General, Income Security Branch, and has held the position of Director General, Communications Branch.

*Address:* 355 River Road, Tower B, Room 1400, Place Vanier, Vanier, Ontario K1A 0L1.

*Tel.:* (613) 957-3111

*Fax:* (613) 957-1185

**Ian Green**

Mr. Green has been appointed ADM, Social Development and Education. He comes to Human Resources and Labour from Health and Welfare Canada, where he was the ADM, Health and Social Programs. Mr. Green has held several senior executive positions at Health and Welfare Canada, Secretary of State Canada and the Privy Council Office. Born in Ottawa in 1949, he holds a BA in political science from the University of Ottawa.

*Address:* Finance Building, Room 2123, Tunney's Pasture, Ottawa, Ontario K1A 1B4.

*Tel.:* (613) 957-2953

*Fax:* (613) 954-9876

**Kristina Liljefors**

Ms. Liljefors has been assigned as Executive Director, Employment. Previously ADM, Multiculturalism, Department of Multiculturalism and Citizenship, she has been a senior executive at Treasury Board Secretariat, Health and Welfare Canada, the Department of Regional Industrial Expansion and the Ministry of State for Social Development.

*Address:* Place du Portage, Phase IV, 140 Promenade du Portage, 5th Floor, Room 518, Hull, Quebec K1A 0J9.

*Tel.:* (819) 953-7363

*Fax:* (819) 953-7427

**Jean-Claude Bouchard**

Mr. Bouchard has been assigned to the position of ADM, Human Resource Services. He has been the Executive Director, Human Resource Services at Employment and Immigration Canada since 1991. Previously, he held senior positions in the human resources portfolios at Energy, Mines and Resources Canada and Communications Canada.

*Address:* Place du Portage, Phase IV, 140 Promenade du Portage, 3rd Floor, Room 315, Hull, Quebec K1A 0J9.

*Tel.:* (819) 994-1791

*Fax:* (819) 997-0699

**Bob Little**

Mr. Little has been appointed ADM, Financial and Administrative Services. He joins Human Resources and Labour from Industry, Science and Technology Canada, where he was ADM, Finance, Personnel and Administration. Mr. Little served with the Canadian Armed Forces for most of his career and has held senior positions in portfolios such as Financial Administration, Materiel Administration, and Materiel Services and Logistics Operations. He was born in Ottawa in 1941 and holds an MBA from the University of Ottawa.

*Address:* Place du Portage, Phase IV, 140 Promenade du Portage, 2nd Floor, Room 207, Hull, Quebec K1A 0J9.

*Tel.:* (819) 997-6481

*Fax:* (819) 953-2407



**Julyan Reid**

Ms. Reid has been assigned to the position of ADM, Ontario Region. Formerly the Executive Director, Ontario Regions with Employment and Immigration Canada, she has had experience as an ADM with the Government of Ontario in the ministries of Finance and Environment. Ms. Reid has previously served as an executive with Environment Canada and the Ministry of State for Social Development.

*Address:* 4900 Yonge Street, Suite 900, North York, Ontario M2N 6A8.

*Tel.:* (416) 954-7700

*Fax:* (416) 954-7707

In addition, **James Lahey** has been appointed to the position of Chair, Transition and Renewal. Mr. Lahey has had a varied career in a number of departments including the Office of the Comptroller General, Indian and Northern Affairs, Solicitor General Canada and, most recently, Labour Canada, where he held the position of ADM, Policy. The contact for the Transition Team is **Jim Mallen** at (613) 994-2580. Mr. Lahey can be reached at (819) 994-0178.

# Canadian Heritage

A new Canadian Heritage portfolio is being established to support and encourage a strong sense of Canadian identity and heritage based on bilingualism and multiculturalism. The portfolio's mandate is to develop and deliver programs that support a distinctive sense of Canadian identity. It will become the focal point for articulating and promoting Canadian values, and for encouraging the full and active participation of all Canadians in our society.

## The new Canadian Heritage Department will consist of:

- the Department of Multiculturalism and Citizenship;
- arts, heritage, culture and broadcasting responsibilities from the Department of Communications;
- Official Languages, Canadian Studies, Native Citizens and State Ceremonial, and Canadian Identity programs from the Department of the Secretary of State;
- Amateur Sport from the Department of National Health and Welfare;
- Parks Canada, including national parks, national historic sites and canals, from the Department of the Environment; and
- eventually, the Registrar General function from Consumer and Corporate Affairs Canada.

The Minister will also answer to Parliament for a broad range of cultural and heritage agencies:

- National Capital Commission;
- Canada Council;
- National Arts Centre;
- National Archives;
- National Library;
- National Gallery and the museums;
- Canadian Broadcasting Corporation;
- National Film Board;
- Telefilm Canada; and
- National Battlefields Commission;
- Canadian Radio-Television and Telecommunications Commission

The new Department will have about 5 000 employees and a budget of \$1.1 billion. The budget and FTEs are broken down (using 1993/94 Main Estimates information) in the following table. The entire portfolio (including the agencies) will have a budget of \$2.8 billion.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Multiculturalism and Citizenship Canada		
Entire Department	119 732	920
Communications Canada		
Canadian Heritage	34 255	N/A
Arts, Social Sciences and Humanities	23 023	N/A
Broadcasting and Cultural Industries	130 341	N/A
(Approx. 250-300 FTEs are involved in the above programs)		
Secretary of State of Canada		
Official Languages – Education	240 130	22
Official Languages – Promotion	45 474	34
State Ceremonial and Canadian Identity	7 286	26
Native Citizens	42 767	50
Canadian Studies	1 350	0
Health and Welfare Canada		
Amateur Sport	46 609	40
International Relations and Major Games	26 024	9
Environment Canada		
Parks Program (including Historic Sites)	409 787	4 674
Consumer and Corporate Affairs Canada		
Registrar General	1 705	20
<b>TOTAL</b>	<b>1 128 483</b>	<b>5 787</b>

## Departmental Management

### Deputy Minister (DM)

**Marc Rochon**

Mr. Rochon was appointed Deputy Minister of the new Department of Canadian Heritage. Pending the passage of legislation, he retains the position of Deputy Minister of Communications Canada, and is appointed concurrently to the positions of Deputy Minister of Multiculturalism and Citizenship and Under-Secretary of State. Mr. Rochon received his BA in theology from the University of Ottawa and a diploma from L'École nationale d'administration in Paris, France. He has held the positions of Deputy Minister of Communications Canada and Under-Secretary of State since October 30, 1992 and September 6, 1991, respectively.

**Address:** Les Terrasses de la Chaudière, Room 12A14, 25 Eddy Street, Hull, Quebec K1A 0M5.

**Tel.:** (819) 994-1132

**Fax:** (819) 997-0979

### ***Assistant Deputy Ministers (ADMs)***

#### **Barbara Bloor**

Ms. Bloor has been appointed ADM, Corporate Services. In her most recent position, she was ADM of Corporate Management for the Department of Communications. Highlights of her career include her role as director and registrar of the Copyright and Industrial Design Branch, her Order in Council appointment to the predecessor of the Copyright Appeal Board, and her work as Canada's representative to an OECD working group to develop international accounting standards. She has an MA in Public Administration from Carleton University and is licensed as a Chartered Accountant.

In order for Ms. Bloor to complete her assignment as head of the Transition Team, **Jane Roszell** will carry out her duties as acting ADM of Corporate Services. Ms. Roszell was previously Director General of the National Parks Directorate of Environment Canada.

The Corporate Services Branch will provide services to all sectors of the new Department. The Branch consists of the following 13 divisions : Administrative Services, Strategy and Plans, Communications, Corporate Coordination, International Relations / Francophonie / Summits and Development, Information Management, Regions / Corporate Services Support (pending restructuring), Audit and Evaluation, Human Resources, Financial Management, Federal-Provincial Relations, Executive Correspondence Service, and Legal Services.

**Address:** Journal Tower North, 300 Slater Street, Ottawa, Ontario K1A 0C8.

**Tel.:** Barbara Bloor (613) 990-4633,  
Jane Roszell (613) 994-2657

**Fax:** Barbara Bloor (613) 954-2212,  
Jane Roszell (613) 994-5140

#### **Roger J. Collet**

Mr. Collet has been appointed ADM, Citizenship and Canadian Identity. In his most recent position, he was the Assistant Under-Secretary of State for Official Languages and Translation. After seven years with the Department of Community Services and Corrections, he joined the Department of the Secretary of State of Canada in 1981 as the Regional Director, Manitoba. From 1987 to 1992, he served as Regional Director of Spectrum Management and Regional Operations for Communications Canada, working in Winnipeg. He studied philosophy at the University of Ottawa, as well as education and public administration at the University of Manitoba.



The Citizenship and Canadian Identity Branch will be responsible for a variety of functions related to citizenship and Canadian identity. The Branch consists of the following 14 divisions: Multiculturalism Programs (pending restructuring), Race Relations and Cross-cultural Understanding, Promotion of Official Languages / Official Languages in Education, Regional Operations Coordination (pending restructuring), Canadian Studies (pending restructuring), Human Rights (pending restructuring), Native Citizens (pending restructuring), Sports Canada, International Relations and Major Games, State Ceremonial, Registrar of Canadian Citizenship, Youth Participation (pending re-structuring), Voluntary Action (pending restructuring), and Regions (pending restructuring).

**Address:** Jules Léger Building, Terrasses de la Chaudière,  
15 Eddy Street, Hull, Quebec K1A 0M5.

**Tel.:** (819) 994-2164

**Fax:** (819) 953-7067

#### **Paul Racine**

Mr. Racine has been appointed ADM, Cultural Development and Heritage Programs. In his most recent position, he was ADM of Communications Policy at the Department of Communications. After joining the Department of Communications in 1983, he worked in the areas of Information Services, Federal-Provincial Relations and Telecommunications Policy. Mr. Racine was educated at the Collège Sainte-Marie in Montréal and studied law at the Université de Montréal.

The Cultural Development and Heritage Programs Branch consists of the following seven organizations: Arts and Policy Planning, Heritage, Broadcasting, Regions (pending restructuring), Cultural Industries, Canadian Conservation Institute (a Special Operating Agency), and Canadian Heritage Information Network (a Special Operating Agency).

**Address:** Journal Tower North, 300 Slater Street, Ottawa,  
Ontario K1A 0C8.

**Tel.:** (613) 993-4393

**Fax:** (613) 957-3557

#### **Thomas E. Lee**

Mr. Lee has been appointed ADM, Parks Canada. Having joined the federal government in 1988, he served as the ADM, Forestry Operations, and, subsequently, Forestry Policy in Forestry Canada. Prior to 1988, Mr. Lee held a number of positions in the Government of British Columbia, first as Director of Parks, and, subsequently, as Assistant Deputy Minister in the Ministry

of Recreation and Housing, Deputy Minister of Lands and Housing, and Assistant Deputy Minister, Timber and Land Marketing. He studied geography and physical education at McMaster University and received an MSc from the University of Illinois.

The Parks Canada Branch consists of the following five divisions: National Historic Parks and Sites, Program Management (pending restructuring, functional direction to come from the ADM of Corporate Services), Regions (pending restructuring), National Parks, and Human Resources (pending restructuring, functional direction to come from the ADM of Corporate Services).

*Address:* Place Vincent Massey, 21st Floor, 351 Saint-Joseph Blvd., Hull, Quebec K1A 1G5.

*Tel.:* (819) 997-1107

*Fax:* (819) 953-3642

### ***Assistant Deputy Registrar General***

#### **Vacant**

The role of the Assistant Deputy Registrar General will be to administer the Prime Minister's Conflict of Interest and Post-Employment Code for Public Office Holders.

The Transition Team is headed by **Barbara Bloor**. The contact person for the transition team is **Lorraine Léger** at (613) 990-6045.

## Public Security

The new Public Security portfolio will address law and order issues, including the smuggling of goods and the entry into Canada of illegal immigrants, by focusing responsibility for such matters under a single minister.

The new portfolio will have three main responsibilities:

- federal police, security, corrections and parole;
- the selection and processing of immigrants and the enforcement of the *Immigration Act*; and
- eventually, border control and protection.

Responsibility for the settlement of immigrants will belong to the Minister of Human Resources and Labour, who is also responsible for immigration selection criteria and levels.

The following programs are being transferred to create the new Public Security portfolio:

- all of the Solicitor General's portfolio, including responsibility for the RCMP, the Canadian Security and Intelligence Service, Correctional Services, and the National Parole Board;
- those parts of the immigration program from the Department of Employment and Immigration dealing with the selection and control of immigrants (but excluding the immigration plan and settlement programs), the Passport Office from External Affairs, and responsibility for the Immigration and Refugee Board; and
- eventually, the customs border inspection functions from Revenue Canada.

The new Public Security Department will have about 9,200 employees and a budget of \$568 million. Including the agencies, the Minister will be responsible for some 33,700 employees and budgets totalling about \$2.5 billion.

The following table breaks down the Department's budget and authorized FTEs, based on the 1993/94 Main Estimates for its component parts.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Solicitor General Canada		
Department	78 200	304
CSIS	228 700	N/A
Correctional Services	1 007 200	10 832
National Parole Board	26 500	381
RCMP	1 217 900	21 356
RCMP — External Review Committee	700	8
RCMP — Public Complaints Commission	3 800	33
Employment and Immigration Canada		
Selection, Control and Enforcement Operations	129 309	2 024
External Affairs Canada		
Passport Office	44 394	550
Revenue Canada — Customs and Excise		
Port Operations	269 973	5 568
<b>TOTAL</b>	<b>3 006 676</b>	<b>41 056</b>

## Departmental Management

### Deputy Minister (DM)

**V. Peter Harder** Mr. Harder was appointed Deputy Minister of the new Department of Public Security. Pending the passage of legislation, he retains the position of Deputy Solicitor General of Canada. He has held the position of Deputy Solicitor General of Canada since February of 1993. Prior to his position at the Solicitor General of Canada, Mr. Harder was Associate Deputy Minister of Immigration (Employment and Immigration Canada) (appointed in September 1991). Born in Winnipeg, Manitoba, in 1952, he received an Honours BA in Political Science from the University of Waterloo and an MA from Queen's University.

**Address:** Sir Wilfrid Laurier Building, 13th Floor, 340 Laurier Avenue, Ottawa, Ontario K1A 0P5.

**Tel.:** (613) 991-2895

**Fax:** (613) 990-8312

### Associate Deputy Minister

**D. Ian Glen** Mr. Glen previously served as Associate Deputy Minister at Immigration. He also acted as Senior General Counsel at both Employment and Immigration and Solicitor General Secretariat. He has also held the position of Assistant Deputy Minister with Solicitor General Secretariat.



**Address:** Sir Wilfrid Laurier Building, 13th Floor, 340 Laurier Avenue, Ottawa, Ontario K1A 0P5.  
**Tel.:** (613) 990-2635  
**Fax:** (613) 990-8301

### ***Assistant Deputy Ministers (ADMs)***

**Robert Blackburn** Mr. Blackburn has been appointed ADM, Policy. Most recently ADM, Policy and Evaluation at Industry, Science and Technology Canada, he has 15 years of service with External Affairs. He brings extensive policy experience from several departments, including the Privy Council Office. Born in 1943 in Portage la Prairie, Manitoba, he obtained his MA in Modern History from the University of Toronto.

The Policy Branch will contribute to the development of a strategic policy agenda for the Portfolio. It will also be responsible for the development of sectoral policy for immigration, migration, refugee and population issues, police and law enforcement, national security, border control, corrections, and parole.

It will maintain policy links with key departments such as National Revenue, Human Resources and Labour, External Affairs and International Trade, Canadian Heritage, PCO, and Justice, and consult with external stakeholders.

Specific responsibilities include strategic planning and policy development; Federal Law Enforcement Under Review (FLEUR); migration, refugees and population issues; security, intelligence, policing and corrections policy; program evaluation; and some customs policy responsibilities that are yet to be determined.

**Address:** Place du Portage, Phase IV, Room 922, 140 Promenade du Portage, Hull, Quebec K1A 0J9.  
**Tel.:** (819) 994-3495  
**Fax:** (819) 994-9642

**Kathleen O'Hara** Ms. O'Hara has been appointed ADM, Portfolio Management. She has been ADM, Corporate Policy and Strategic Planning with Consumer and Corporate Affairs as well as ADM, Policy, Planning and Information at Health and Welfare. She has also served in the Privy Council Office and at Public Works.

The Portfolio Management Branch will be responsible for the provision of support to the Minister, as well as the development of a shared approach to the management of key issues and of external and internal communications within the Portfolio.

Specific responsibilities include support to Minister, cabinet liaison, ministerial correspondence tracking, communications, inter-governmental and inter-agency consultation, access to information and privacy, planning and accountability frameworks, EIS/MIS, environmental scanning, national counter-terrorism plan and exercises, warrant approval process, and Aboriginal policing.

**Address:** Sir Wilfrid Laurier Building, 11th Floor, 340 Laurier Avenue, Ottawa, Ontario K1A 0P5.

**Tel.:** (613) 991-2819

**Fax:** (613) 990-8295

### **Georges Tsai**

Mr. Tsai has been appointed ADM, Inland Service. His previous appointments include Deputy-Secretary, Official Languages at Treasury Board as well as Deputy-Registrar General at Consumer and Corporate Affairs. This past April, he became Executive Director, Immigration Operations. Born in Istanbul, Turkey, in 1942, Mr. Tsai was educated in Switzerland, where he obtained his MA in Political Science.

The Inland Service Branch will deliver the existing departmental immigration programs in Canada. Its responsibilities will include business immigration, refugee issues, litigation strategies and immigration investigations, detentions and removals. Once the Border Service is in place, Points of Entry will be transferred from this Branch.

Specific responsibilities include refugee determination, investigations, detentions and removals, case presentation, immigrant and visitor services, case management, business line delivery, operational policy, regulations and procedures, refugee protection, case litigation management, and business immigration.

**Address:** Place du Portage, Phase IV, 10th Floor, 140 Promenade du Portage, Hull, Quebec K1A 0J9.

**Tel.:** (819) 953-2217

**Fax:** (819) 953-7957

### **Raphaël Girard**

Mr. Girard has been appointed ADM, International Service. He has extensive experience in overseas immigration operations and has served as Minister Counsellor, Immigration at the Canadian Embassy in London. He has most recently been on secondment from External Affairs as Executive Director, International Service at Immigration.

The International Service Branch will be responsible for the delivery of overseas departmental programs. The Passport Office, a Special Operating Agency, will report to the Deputy through the ADM, International Service Branch.

Specific responsibilities include: international migration and refugee program; overseas immigration delivery and medical services; reporting and liaison; operational policy and planning; interdiction; immigration levels management; and selection criteria and procedures.

**Address:** Place du Portage, Phase IV, 10th Floor, 140 Promenade du Portage, Hull, Quebec K1A 0J9.  
**Tel.:** (819) 994-2234  
**Fax:** (819) 953-7957

**Norman Moyer**

Mr. Moyer has been appointed ADM, Corporate Services. For the last three years, he has been ADM, Corporate Policy and Communications Sector for Energy, Mines and Resources. He has also served at Treasury Board and at the Office of the Comptroller General. Born in 1946, Mr. Moyer was educated at Trent University and The Western Ontario University, where he received his MBA.

The Corporate Services Branch will be responsible for providing the Department with such services as human resource management, systems, finance, administration, facilities management and audit.

**Address:** Sir Wilfrid Laurier Building, 12th Floor, 340 Laurier Avenue, Ottawa, Ontario K1A 0P9.  
**Tel.:** (613) 991-2942  
**Fax:** (613) 990-8297

**Ursula Menke**

Ms. Menke is reconfirmed as Inspector General, CSIS (appointed in 1992). She has been a lawyer with the Department of Justice and has worked in the Office of the Superintendent of Financial Institutions, where she was Senior Corporate Advisor. Born in Germany in 1947, Ms. Menke received a BSc from McGill University and a Teaching Diploma from the University of Alberta. She earned her BCL from McGill University in 1976.

**Address:** Sir Wilfrid Laurier Building, 8th Floor, 340 Laurier Avenue, Ottawa, Ontario K1A 0P5.  
**Tel.:** (613) 990-2907  
**Fax:** (613) 990-3270

**Martin Low**

Mr. Low has been appointed as Acting Senior General Counsel. His previous appointments include Senior General Counsel, Employment and Immigration. He has also served in a number of capacities with the Department of Justice, including Senior General Counsel, Human Rights Law Section.

*Address:* Place du Portage, Phase IV, 12th Floor, 140 Promenade du Portage, Hull, Quebec K1A 0J9.

*Tel.:* (819) 994-2277

*Fax:* (819) 953-8303

**Robert MacPhee**

Mr. MacPhee has accepted the position of Chief Operating Officer, Passport Office. He has worked at External Affairs, CIDA, Public Works and the Office of the Comptroller General.

*Address:* Place de Ville, Tower A, 16th Floor, 320 Queen Street, Ottawa, Ontario K1A 5A3.

*Tel.:* (613) 954-5687

*Fax:* (613) 941-8196

The ADM, Border Service will join the management team at the time the Border Service is established. The Border Service Branch will come into being as legislation is put in place to effect the transfer of the appropriate functions and people from Revenue Canada to Public Security. Specific responsibilities will include immigration, customs functions, relations with RCMP and other agencies and departments, intelligence, and business line delivery.

In addition, **Murdock Reteff**, Chair of the Implementation Working Group, will remain an Executive Committee member for the duration of his assignment to the Department. The contact for the Departmental Implementation Working Team is **Jeannine Lauzon**; she can be contacted at (613) 941-8199.



# Industry and Science

The Department of Industry, Science and Technology is being strengthened to reinforce its role as the Government's "flagship" economic department. With the key levers of economic development regrouped, the Minister and the Department will be able to provide broad policy leadership in the areas of technology and high value-added industrial development, with a special focus on small business.

## **The new Department of Industry and Science will include:**

- the current responsibilities of Industry, Science and Technology to promote international competitiveness and economic development;
- telecommunications policy and programs from the Department of Communications;
- the market and business framework responsibilities from Consumer and Corporate Affairs; including for the present the Lobbyists Registration Branch (which reports to Howard Wilson, Assistant Deputy Registrar General); and
- investment research, policy and review functions from Investment Canada.

Under the direction of the Minister of Industry and Science, the Department will be a vital source of information and analysis for businesses. It will provide the private sector with a more effective single-window on government and play a key role in reducing internal trade barriers, thereby improving the free flow of goods and services within Canada.

In supporting the Minister for Finance the new Department will also play a lead role in improving Canada's scientific infrastructure, encouraging the development of new products and enhancing participation by Canadian scientists and businesses in international ventures. It will have a budget of \$1.1 billion and 6 324 employees.

## **The Minister for Industry and Science will be responsible for:**

- the Cape Breton Development Corporation;
- Statistics Canada;
- the Competition Tribunal;
- the Copyright Board;
- the Hazardous Materials Information Review Commission; and
- the Standards Council of Canada.

## **The Minister for Science and Small Business will have full legal responsibility for:**

- the Canadian Space Agency;
- the Natural Sciences and Engineering Research Council;
- the National Research Council;

- the Federal Business Development Bank; and
- the Social Sciences and Humanities Research Council of Canada.

Using the 1993/94 Main Estimates for its component parts, the following table breaks down the new Department's budget and FTEs.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Industry, Science and Technology Canada		
Entire Department	689 574	2 015
Communications Canada		
Entire Department (except for culture and broadcasting, and a few other exceptions — see Canadian Heritage and Government Services departments)	230 277	1 976
Consumer and Corporate Affairs Canada		
Entire Department (with two small exceptions — see Health and Agriculture departments)	187 000	2 268
Investment Canada		
Research Policy and Review	4 801	63
<b>TOTAL</b>	<b>1 111 652</b>	<b>6 322</b>

## Departmental Management

### Deputy Minister (DM)

**Harry Swain** Mr. Swain was appointed Deputy Minister of the new Department of Industry and Science. Pending the passage of legislation, he retains the position of Deputy Minister of Industry, Science and Technology and is appointed concurrently to the position of Deputy Minister of Consumer and Corporate Affairs. Mr. Swain received a BA (Geography) from the University of British Columbia, an MA (Geography) and a PhD (Geography) from the University of Minnesota. From 1992 to June 1993, he held the positions of Deputy Minister of Industry, Science and Technology; Director, Federal Business Development Bank; and Director, Public Policy Forum.

**Address:** 235 Queen Street, 11th Floor, Ottawa, Ontario K1A 0H5.

**Tel.:** (613) 992-4292

**Fax:** (613) 954-3272

### ***Associate Deputy Ministers***

#### **Kevin Lynch**

Mr. Lynch was appointed Associate Deputy Minister of the former Department of Industry, Science and Technology in November 1992. His previous appointments include Senior ADM in the Department of Finance and head of the Canadian Delegation to the Economic Policy Committee of the OECD. Born in Nova Scotia, Mr. Lynch has a BA in Economics from Mount Allison University and an MA in Economics from the University of Manchester.

**Address:** Industry and Science Canada, East Tower, 11th Floor,  
235 Queen Street, Ottawa, Ontario K1A 0H5.

**Tel.:** (613) 954-0709

**Fax:** (613) 954-3272

### ***Senior Management Teams***

In the new structure, the following senior executives will report to the Deputy and Associate Deputy Ministers:

#### **Charles Stedman**

Mr. Stedman is ADM, Service Industries and Small Businesses. This new sectoral group will build on the base of the existing Services and Construction Industries Branch and Tourism Canada. Mr. Stedman's previous appointment was with Supply Operations at Supply and Services Canada.

**Address:** East Tower, 5th Floor, 235 Queen Street, Ottawa,  
Ontario K1A 0H5.

**Tel.:** (613) 954-3589

**Fax:** (613) 952-1374

#### **John Banigan**

Mr. Banigan is ADM, Manufacturing and Processing Industries. The Manufacturing and Processing Industries Sector supports and promotes the development of an internationally competitive Canadian industrial sector. The sector covers Canadian industries involved in aeronautics, defence electronics, space, shipbuilding, automotive, urban transit and rail, industrial and electrical equipment, forestry, materials, chemicals, biotechnology and consumer products. Mr. Banigan's previous appointments include ADM, Capital Goods and Service at the former Department of Industry, Science and Technology. He was also Director General, Surface Transportation and Machinery (ISTC) from 1986-91. He holds an MBA from York University and a BComm from Sir Georges Williams University.

**Address:** Industry and Science Canada, East Tower, 10th Floor,  
235 Queen Street, Ottawa, Ontario K1A 0H5.

*Tel.:* (613) 954-3798

*Fax:* (613) 941-1134

**Michael Binder**

Mr. Binder has been appointed ADM, Spectrum, Informatics and Telecommunications Industries. The existing Spectrum Management, Information Technology Industry, Telecommunications Policy, and Telematics and New Media branches are the core of this new group.

Mr. Binder has been ADM, Technology and Research, Communications Canada since 1989. He has also served as ADM, Corporate Management within that Department. His previous appointments include Director, Departmental Operations with the Office of the Comptroller General and Director, Operation Audit and Director of Research Administration at Canada Mortgage and Housing Corporation. Born in 1943 in Israel, Mr. Binder received his PhD in Theoretical Physics from the University of Alberta.

*Address:* Place du Portage, Phase I, 165 Hôtel-de-Ville, Commercial Level 2, Hull, Quebec K1A 0C9.

*Tel.:* (819) 953-8215

*Fax:* (819) 953-3345

**Alan Nymark**

Mr. Nymark has been appointed ADM, Policy. Mr. Nymark's responsibilities include legislative review, investment policy and review, as well as the Strategic Planning and Corporate Policy Branch and the former ISTC Policy Branch. He will also be chairing a committee which will work with Privy Council Office and Treasury Board Secretariat in preparing legislation to give statutory life to the new Department. His previous appointments include Executive Vice-President at Investment Canada, Assistant Chief Negotiator at the Trade Negotiations Office and Director, Policy at the Privy Council Office. He received his BA and MA in Economics from Queen's University and pursued post-graduate studies at the London School of Economics.

*Address:* West Tower, 5th Floor, 235 Queen Street, Ottawa, Ontario K1A 0H5.

*Tel.:* (613) 995-9605

*Fax:* (613) 995-2233

**J.-F. Martin**

Mr. Martin is ADM, Regional Operations. Mr. Martin, formerly ADM for Finance, Personnel and Administration at Environment Canada, will chair the planning



for regional operations, and carry on line responsibility for the former ISTC regional operations (including FedNor), chairmanship of the Programs Operations Board, and leadership of the Canada Business Services Centres initiative. He will take on responsibility for Bankruptcy and Corporations.

**Address:** 10th Floor, Room 1067C, 235 Queen Street, Ottawa, Ontario K1A 0H5.

**Tel.:** (613) 954-3406

**Fax:** (613) 954-4883

**Claire Monette** Ms. Monette has been appointed ADM, Corporate Services. Ms. Monette's mandate will be expanded to include finance, internal audit, personnel, informatics, communications, access to information and administration.

**Address:** C. D. Howe Building, Room 237B, 235 Queen Street, Ottawa, Ontario K1A 0H5.

**Tel.:** (613) 954-2873

**Fax:** (613) 952-9676

**George Addy** Mr. Addy assumes the position of Acting Director of Investigation and Research (*Competition Act*). Mr. Addy will head the Bureau of Competition Policy and is an independent statutory official responsible under the *Competition Act* for the administration and enforcement of competition law in Canada. He has been with the Bureau since 1989. Previously he worked at Gowling Strathy & Henderson, as well as for the Department of Justice as Special Counsel to the Director of Investigation and Research.

**Address:** Place du Portage, Phase I, 21st Floor, 50 Victoria Street, Hull, Quebec K1A 0C9.

**Tel.:** (819) 997-3301

**Fax:** (819) 953-5313

**Jacques Lyrette** Mr. Lyrette has been appointed President, Communications Research Centre and Centre for Information Technologies Innovation. Mr. Lyrette has worked extensively in Communications Canada, where he held many senior positions: ADM, Quebec Region; ADM, Summits and Development; Executive Director, Research; Director General, Canadian Workplace Automation Research Centre. Born in 1945 in Lesage,

Quebec, he studied at the Collège militaire royal in Saint-Jean and received his MA in Electrical Engineering from Royal Military College, Kingston, Ontario.

*Address:* 3701 Carling Avenue, P.O. Box 11490, Station H,  
Ottawa, Ontario K2H 8S2.

*Tel.:* (613) 990-3929

*Fax:* (613) 990-7983

**Diana Monnet**

Ms. Monnet has been appointed ADM, Consumer Affairs (as of September 13, 1993). This Branch aims to promote a safe, orderly and equitable marketplace for both traders and consumers. It establishes and enforces rules and promotes policies to protect, inform, assist and represent consumers, and to maintain fairness in market transactions based on measurement. Ms. Monnet previously worked at the Federal-Provincial Relations Office and at Energy, Mines and Resources.

*Address:* Place du Portage, Phase I, 24th Floor, Zone 3,  
50 Victoria Street, Hull, Quebec K1A 0C9.

*Tel.:* (819) 997-2862

*Fax:* (819) 953-2280

**Alain Desfossés**

Mr. Desfossés joins Mr. Martin in planning the rationalized management of the new Department's diverse regional operations.

*Address:* 300 Slater Street, Room 1660, Ottawa, Ontario  
K1A 0C8.

*Tel.:* (613) 990-4399

*Fax:* (613) 954-2381

**Ellen Fry**

Ms. Fry will consult with and represent other general counsels on the senior committees of the Department (i.e., represent all of those without a new ADM at meetings of the Transition Council and Departmental Management Committee).

*Address:* C. D. Howe Building, 1st Floor, 235 Queen Street,  
Ottawa, Ontario K1A 0H5.

*Tel.:* (613) 954-5340

*Fax:* (613) 954-5356

<b>Howard Wilson</b>	Assistant Deputy Registrar General (including Lobbyists Registration Branch)
<i>Address:</i>	66 Slater Street, 22nd Floor, Ottawa, Ontario K1A 0C9.
<i>Tel.:</i>	(613) 995-6852
<i>Fax:</i>	(613) 995-7308
 <b>Andrei Sulzenko</b>	 Federal Chief Negotiator, Internal Trade
<i>Address:</i>	C. D. Howe Building, Room 270C, 235 Queen Street, Ottawa, Ontario K1A 0H5.
<i>Tel.:</i>	(613) 954-8911
<i>Fax:</i>	(613) 954-5356
 <b>Mart Leesti</b>	 Commissioner of Patents and Registrar of Trade-marks
<i>Address:</i>	Place du Portage, Phase I, 24th Floor, Zone 3, 50 Victoria Street, Hull, Quebec K1A 0C9.
<i>Tel.:</i>	(819) 997-1057
<i>Fax:</i>	(819) 997-1890
	In addition, there will be two positions in the DM's office which, though senior, will not be styled assistant deputy ministers:
 <b>Henri Rothschild</b>	 Chief Scientist
<i>Address:</i>	C. D. Howe Building, Room 847B, 235 Queen Street, Ottawa, Ontario K1A 0H5.
<i>Tel.:</i>	(613) 991-2025
<i>Fax:</i>	(613) 990-9262
 <b>Robert Haack</b>	 Special Advisor
<i>Address:</i>	C. D. Howe Building, Room 698E, 235 Queen Street, Ottawa, Ontario K1A 0H5.
<i>Tel.:</i>	(613) 952-2296
<i>Fax:</i>	(613) 941-4205

The Government Restructuring Transition Team is headed by **Kevin Lynch** and the departmental contact is **John McKillop**, who can be reached at (613) 943-7038.

## Natural Resources

A new Natural Resources portfolio is being created by merging the Department of Energy, Mines and Resources with the Department of Forestry thereby combining, under a single Minister, the responsibility for two key resource sectors of the Canadian economy. The development of Canada's natural resources is a principal element of national economic development and will continue to determine future prosperity.

### Portfolio responsibilities include:

- developing Canada's mineral, energy and forestry potential consistent with broader environmental and social objectives;
- conducting research, developing an appropriate regulatory framework and managing incentive programs;
- monitoring international developments and the domestic energy environment to ensure secure energy sources for Canadians; and
- promoting sustainable development of forests and the coordination of national forest policy in close cooperation with the provinces and territories.

Important research and development functions will also be carried out within the portfolio through relatively autonomous scientific activities (Forestry Research Institutes, CANMET, Geological Survey of Canada).

### The Minister of Natural Resources will answer in Parliament for:

- the Atomic Energy Control Board;
- Atomic Energy of Canada Limited; and
- the National Energy Board.

The new Department will have a budget of \$1.1 billion and over 5 500 employees. Using the 1993/94 Main Estimates, its budget and FTEs are broken down in the following table.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Energy, Mines and Resources Canada Entire Department	879 485	4 061
Forestry Canada Entire Department	243 918	1 451
<b>TOTAL</b>	<b>1 123 403</b>	<b>5 512</b>



## **Departmental Management**

### ***Deputy Minister (DM)***

**Ronald L. Bilodeau** Mr. Bilodeau was appointed Deputy Minister designate of the new Department of Natural Resources. Pending the passage of legislation, he retains the position of Deputy Minister of Energy, Mines and Resources, and is concurrently appointed to the position of Deputy Minister of Forestry. Born in March 1943, he received an MA and a BSc in Political Science from the Université de Montréal, and a BA in Humanities from the Collège Sainte-Marie in Montréal. He has held the position of Deputy Minister of Energy, Mines and Resources Canada since February of 1993. From 1990 to 1993, Mr. Bilodeau was Deputy Secretary to the Cabinet (Operations) at the Privy Council Office.

**Address:** 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

**Tel.:** (613) 992-3456

**Fax:** (613) 992-3828

### ***Assistant Deputy Ministers (ADMs) and Senior Officials***

**Jean Claude Mercier** Mr. Mercier will assist the DM as Special Advisor – Forestry, and as a member of the Management Committee. Born in 1940 in Lévis, Quebec, he holds an MSc in Forest Economics from the New York State College of Forestry. Previously, he was the Deputy Minister of Forestry.

**Address:** Place Vincent Massey, 21st Floor, 351 Saint-Joseph  
Boulevard, Hull, Quebec K1A 1G5.

**Tel.:** (819) 997-1107

**Fax:** (819) 996-4516

**Chanel Boucher** Mr. Boucher has been appointed ADM, Corporate Services. Previously, he was Assistant Deputy Minister, Finance and Administration Sector, Energy, Mines and Resources (EMR).

The Corporate Services Sector will unite existing financial, administrative, information management and human resources functions under one corporate sector. It will also include the existing EMR regional corporate offices and the Office of Environmental Affairs.

**Address:** 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

*Tel.:* (613) 995-4243

*Fax:* (613) 992-8922

**Yvan Hardy**

Mr. Hardy has been appointed ADM, Forest Sector. Previously, he was ADM, Operations at Forestry Canada.

The Forest Sector will combine the existing Forestry Operations and Policy branches within one sector to meet its goal of increased efficiency. It will continue to administer forestry programs related to the Forest Resource Development Agreements, and maintain science and technology, and technology transfer activities. The Sector will continue to have responsibility for the promotion of sustainable development; ensuring Canada's competitiveness in forest products trade; policy analysis; and representing Canada internationally.

The sector will also work closely with provincial governments, the forest industry and other stakeholders such as environmental groups, labour and Aboriginal communities to meet the federal government's obligations under the National Forest Strategy. The Forest Sector is a highly decentralized organization, comprised of regional offices and national institutes.

*Address:* Place Vincent Massey, 21st Floor, 351 Saint-Joseph Boulevard, Hull, Quebec K1A 1G5.

*Tel.:* (819) 997-1107

*Fax:* (819) 996-4516

**David Oulton**

Mr. Oulton has been appointed ADM, Energy. Born in Montréal, he received his BA in Economics at Bishop's University and pursued graduate studies in Economics and Sociology at the University of Windsor and the University of Calgary. In 1990, Mr. Oulton was appointed ADM for Energy at Energy, Mines and Resources. Previously, he was Director General of the Oil and Gas Branch at EMR and played a central role in coordinating the Department's involvement in the Canada-United States Free Trade Agreement.

Under the reorganization, the Energy Sector will continue to be responsible for energy efficiency and alternative energy programs, energy mega-projects and frontier development, national data and statistics, sector intelligence, analysis and forecasts, financial and tax analysis, industry liaison, federal-provincial coordination and environmental, international and trade issues.

**Address:** 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.  
**Tel.:** (613) 996-7848  
**Fax:** (613) 992-1405

**Ron Sully**

Mr. Sully has been appointed ADM, Mining. He was born in Biggar, Saskatchewan, in 1951 and studied Economics at the University of Saskatchewan and Queen's University, where he received his MA in 1975. In 1986, Mr. Sully was appointed ADM – Mineral Policy Sector at Energy, Mines and Resources. Previously, he was Director General of the Energy Policy Sector at EMR.

Formerly the Mineral Policy Sector, the Mining Sector will address international and domestic issues affecting Canada's mineral exploration, ferrous and non-ferrous, coal, and industrial minerals industries. The Sector will advise Government on competitiveness, environmental and commodity issues; gather and disseminate industry data, statistics and intelligence; and perform economic analysis financial and tax analysis. The Mining Sector will also manage Crown land leases and federal-provincial coordination of Mineral Development Agreements while continuing to work with the mining industry on responsible economic development of the minerals and metals industry.

**Address:** 460 O'Connor Street, Room 1235, Ottawa, Ontario  
K1A 0E4.  
**Tel.:** (613) 992-2490  
**Fax:** (613) 996-7425

**Hugh O'Donnell**

Mr. O'Donnell has been appointed ADM, Surveys, Mapping and Remote Sensing Sector (SMRSS). Born in Montréal in 1941, he received a degree in Geodetic Sciences at the Université Laval. He was appointed ADM for Surveys, Mapping and Remote Sensing in 1987. Previously, Mr. O'Donnell was the Vice-President of Marshall Macklin Monaghan Ltd.

SMRSS will continue its transition towards becoming a Special Operating Agency on a pilot basis at the start of the 1994-95 fiscal year. The sector provides national systems of geodetic and cadastral surveying, topographic and national atlas mapping, remote sensing, and geographical information systems. SMRSS also provides geographical information and systems required for such activities as the development of

transportation networks, legal surveys, monitoring of environmental impacts, agricultural inventory, and national defence.

**Address:** 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

**Tel.:** (613) 995-4449

**Fax:** (613) 995-0842

**Marc Denis Everell**

Mr. Everell has been appointed ADM, Mineral and Energy Technology Sector (METS). Born in 1943 in Montréal, he was educated at l'École polytechnique, where he received a doctorate in Applied Mining Engineering. He was appointed as Energy, Mines and Resources' ADM of Mineral and Energy Technology in 1987. Previously, Mr. Everell was the Director General of the Quebec Government's Centre for Mineral Research.

METS acts as the Department's energy and minerals research and development arm, conducting industrial and government-related research and explosives inspection. The sector will continue to provide technical assistance and promote technology, development in all areas of mining, minerals and metals processing, coal, oil and gas technology, as well as in energy efficiency and alternative energy technologies, and in the clean disposal of related wastes.

**Address:** 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

**Tel.:** (613) 992-9983

**Fax:** (613) 992-8874

**Ken Babcock**

Mr. Babcock has been appointed ADM of the Geological Survey of Canada. He was born in 1941 and holds a doctorate in Geology from the University of California. First appointed as ADM for the Geological Survey of Canada in 1988, Mr. Babcock was previously Vice-President, Energy and Biotechnology, Alberta Research Council.

The Geological Survey of Canada (GSC) will continue its role of providing the geoscientific information required for the effective development of energy and mineral resources. It will also be involved in providing information to serve as the basis for understanding and solving environmental problems. The GSC will continue to work with industry, universities and other federal and provincial government agencies to encourage the transfer of technology, information

and expertise. GSC's network of regional offices provides service to public- and private-sector clients across the country.

*Address:* 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

*Tel.:* (613) 992-5910

*Fax:* (613) 995-3082

**Jag Maini**

Mr. Maini will continue his assignment as Special Advisor, Sustainable Development, and ensure that the new Department maintains an edge on the many international issues and challenges which face the forest sector. He was born in India and educated at the University of Saskatchewan, where he received a PhD in Ecology in 1960. Previously, Mr. Maini was ADM for Policy at Forestry Canada and, before that, served with the Canadian Forestry Service as Special Advisor to the Associate Deputy Minister.

*Address:* Place Vincent Massey, 21st Floor, 351 Saint-Joseph Boulevard, Hull, Quebec K1A 1G5.

*Tel.:* (819) 997-1107

*Fax:* (819) 953-3642

**Marcel Gibeault**

Mr. Gibeault has been appointed to head the Executive Coordination Branch on a special assignment. The Branch, reporting to the DM, will be established to provide executive services, coordinate departmental responses to various ad hoc requests and manage special departmental projects. It will also monitor cross-sectoral affairs to ensure departmental consistency in issues management. In addition to these duties, Mr. Gibeault will head the Department's Audit and Evaluation Branch.

*Address:* 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.

*Tel.:* (613) 996-4940

*Fax:* (613) 992-8799

**Peter Conroy**

Mr. Conroy will be the interim Director General of Human Resources. Though he will report to the Assistant Deputy Minister designate, Corporate Services, he will be a full member of the Management Committee.

*Address:* 580 Booth Street, 21st Floor, Ottawa, Ontario  
K1A 0E4.



*Tel.:* (613) 996-4008  
*Fax:* (613) 995-0025

**Sandra Fraser** Reporting directly to the DM, Ms. Fraser will head the Department's Legal Services as General Counsel. Previously, she was General Counsel for Energy, Mines and Resources.

*Address:* 580 Booth Street, Ottawa, Ontario K1A 0E4.

*Tel.:* (613) 992-0039

*Fax:* (613) 995-2598

**Geneviève O'Sullivan** Reporting directly to the Deputy Minister, Ms. O'Sullivan will be the Department's Director General of Communications. Previously, she was Director General of Communications for Energy, Mines and Resources.

*Address:* 580 Booth Street, 21st Floor, Ottawa, Ontario K1A 0E4.

*Tel.:* (613) 996-3355

*Fax:* (613) 996-9194

**Shirley Siegel** Ms. Siegel has been appointed Excellence Coordinator and will also report directly to the DM. She will oversee the Department's Total Quality Management initiatives.

*Address:* 580 Booth Street, 21st Floor, Ottawa, Ontario K1A 0E4.

*Tel.:* (613) 943-1181

*Fax:* (613) 943-0286

In addition to his previously mentioned duties, **Chanel Boucher** will head the Department's Transition Team. The official Transition Team Contact is **David Bickerton**; he can be reached at (613) 997-1107.

# National Revenue

Consistent with the objective of a more affordable, simpler bureaucracy, the 1993 Budget announced the decision to establish a single Department of National Revenue. The changes will:

- increase the effectiveness and efficiency of all departmental programs, particularly revenue collection;
- streamline organizational structures;
- improve service; and
- allow for better coordination of compliance and verification activities.

The new Department will be established by combining the two components of Revenue Canada (Customs and Excise, and Taxation) into one organization. In addition, the eventual transfer of border control and protection functions to the new Department of Public Security is being examined.

The new Department will have a budget of about \$2 billion and 35 000 employees. The following table provides a breakdown, based on 1993/94 Main Estimates for its component parts.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Revenue Canada – Taxation Entire Program	1 420 873	25 780
Revenue Canada – Customs and Excise Entire Program, except border control and protection functions (see Department of Public Security)	784 626	9 093
<b>TOTAL</b>	<b>2 205 499</b>	<b>34 873</b>

## Departmental Management

### Deputy Minister (DM)

**Pierre Gravelle**

Mr. Gravelle retains his position of Deputy Minister of the Department of National Revenue. He was appointed DM of National Revenue, Taxation on August 10, 1987. He was appointed concurrently Deputy Minister of National Revenue, Customs and Excise on October 1, 1992. Born in Ottawa, Mr. Gravelle received a BA, a BPh and an LLB (Civil Law) from the University of Ottawa, was called to the Quebec Bar in June 1967 and was appointed Queen's Counsel in 1981. From 1985 to 1987, he held the position of Associate Secretary to the Treasury Board.

**Address:**

Macdonald Building, Room 1102, 123 Slater Street,  
Ottawa, Ontario K1A 0L8.

**Tel.:** (613) 957-3688  
**Fax:** (613) 952-1547

### ***Assistant Deputy Ministers (ADMs)***

**Sheila Batchelor** Ms. Batchelor retains her position of ADM, Customs Programs. She has held this position since 1987. She received an Honours BA in Political Science and studied towards a PhD in Political Science at McMaster University. Previous appointments include Director and Assistant Director of the Tariffs Division of the Department of Finance.

The Customs Programs Branch is responsible for tariff rulings, determinations of origin requirements (e.g., the Free Trade Agreement), anti-dumping and countervail investigations, seizure adjudication, assessment and valuation programs, and customs legislative affairs. This organization is located in Ottawa, except for a small number of officers who are abroad and involved primarily in anti-dumping and countervail issues.

**Address:** Connaught Building, 7th Floor, 555 Mackenzie Avenue, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 954-7400

**Fax:** (613) 954-2509

**Robert Beith** Mr. Beith retains his positions of ADM, Appeals, and Senior Advisor to the Deputy Minister.

He was originally appointed to the position of ADM, Appeals, in 1993. Born in Glasgow, Scotland, he achieved his status as Chartered Accountant in 1960. Mr. Beith has held a number of positions with Revenue Canada, Taxation, including Director General, Appeals Branch and Director General, Corporate Rulings Directorate. In 1988 he was appointed Senior Advisor to the Deputy Minister, Revenue Canada, Taxation.

The Appeals Branch is responsible for resolving notices of objection and appeals submitted by taxpayers who do not agree with their tax assessments. To process the notices of objection, each Taxation Centre and District Taxation Office has an Appeals Division, which is under the direction of the ADM. Appeals are resolved in conjunction with the Department of Justice.

**Address:** 88 Metcalfe Street, 10th Floor, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 957-2080  
**Fax:** (613) 957-7476

**William Crandall**

Mr. Crandall retains his position of ADM, Finance and Administration. He was appointed to this position on August 28, 1989. Born in Hamilton, Ontario, he received a Degree in Economics from McMaster University. Previous appointments include Director of the External Affairs, Defence, Environment and Culture Division at the Treasury Board Secretariat; and Director of the Estimates Division at the Treasury Board Secretariat.

The Finance and Administration Branch is responsible for the planning, development and maintenance of national policies, programs and procedures in the areas of finance, administration, security, resource management, real property management, the printing and distribution of tax forms, the design and development of corporate management information, and laboratory and scientific services.

**Address:** 88 Metcalfe Street, Room 801, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 957-8753  
**Fax:** (613) 957-7594

**Peter Harrison**

Mr. Harrison is the ADM, Human Resources. Born in March of 1947, Mr. Harrison received an Honours BA from the London School of Economics, an MA in Economic Geography from the University of Victoria, and a PhD in Economic Geography from the University of Washington. His previous positions include Assistant Secretary of Priorities and Planning, Privy Council Office, and Director General of Economic Development, Policy Branch of the Department of Finance.

The Human Resources Branch develops national policies, programs and standards for staffing, organization, classification, official languages, employment equity, staff relations, training, pay and benefits, and human resources planning functions.

**Address:** 200 Laurier Avenue West, 8th Floor, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 954-8200  
**Fax:** (613) 941-5457

**Martha Hynna**

Ms. Hynna retains her position of ADM, Customs Operations. She has held this position since November 16, 1992. She received a law degree (LLB) from the University of Toronto and was admitted to the Ontario Bar in 1967. In her previous position, she was Executive Director of the Learning, Prosperity Secretariat of Industry, Science and Technology Canada.

The Customs Operations Branch is responsible for regional operations, ports of entry, customs enforcement, travellers and commercial programs. Customs Operations provides service to the public in ten regional and 38 district offices.

**Address:** Connaught Building, 7th Floor, Mackenzie Avenue,  
Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 954-7220

**Fax:** (613) 952-6752

**Denis Lefebvre**

Mr. Lefebvre retains his position of ADM, Legislation and Intergovernmental Affairs. Born in Bourget, Quebec, in 1943, he received an LLL from the University of Ottawa and was called to the Quebec Bar in 1968. Previous positions include: Assistant Deputy Attorney General of Tax Law, Department of Justice; General Counsel, Trade Negotiations Office; and General Counsel, Transport Canada.

The Legislative and Intergovernmental Affairs Branch is responsible for providing technical interpretations of the *Income Tax Act* and related Acts, and for working with officials of the Department of Finance in the development of tax policy. The Branch is also responsible for providing statistical services, for registering pension plans and charities, and for liaising with provincial and foreign governments on tax-related matters.

**Address:** Macdonald Building, Room 1018, 123 Slater Street,  
Ottawa, Ontario K1A 0L8.

**Tel.:** (613) 957-2041

**Fax:** (613) 954-0896

**Robert Roy**

Mr. Roy retains his position of ADM, Taxation Programs. He has held this position since 1988. Born in Hull, Quebec, he received a Bachelor of Commerce and a Master of Commerce from the Université Laval, and became a Certified General Accountant in 1965. Previous to this position, he was Director of Taxation at the Vancouver District Office in 1985.



The Taxation Programs Branch establishes policy, develops corporate strategies and programs, and coordinates the analysis and reporting of corporate performance of operations relating to the processing, assessment and audit of tax returns, as well as the collection of billed taxes. The Branch is responsible for the formulation of national standards and guidelines to ensure that programs and policies are applied uniformly across the country.

**Address:** Macdonald Building, Room 1104, 123 Slater Street,  
Ottawa, Ontario K1A 0L8.

**Tel.:** (613) 957-3709

**Fax:** (613) 952-6772

**Allan Cocksedge**

Mr. Cocksedge has been appointed Executive Director, Customs Review Task Force. Mr. Cocksedge received an Honours BA in Modern History from the University of Toronto. Previous appointments include ADM of Tourism, Industry, Science and Technology Canada, and Secretary General, Canadian Human Rights Committee.

**Address:** Sir Richard Scott Building, 6th Floor, 191 Laurier  
Avenue West, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 952-1936

**Fax:** (613) 952-1812

**Mike Burpee**

Mr. Burpee was formally appointed to the position of ADM, Excise/GST. He had been acting in the position since June 1992. He received a BA in History from Carleton University and is also a Certified General Accountant. His previous positions include Director General of Excise Operations and Director General of Excise Programs.

The Excise/GST Branch is responsible for the administration of the *Excise Act*, the *Excise Tax Act* (including the Goods and Services Tax) and other relevant legislation. Its responsibilities include the assessment, collection and, where appropriate, refund of excise duties, taxes and levies. The Excise organization is decentralized into seven regional and 34 district offices, in addition to headquarters in Ottawa.

**Address:** Place Vanier, Tower C, 10th Floor, 25 MacArthur  
Avenue, Ottawa, Ontario K1A 0L5.

**Tel.:** (613) 954-6144

**Fax:** (613) 954-4434

<b>Richard Manicom</b>	<p>Mr. Manicom remains as ADM, Information Technology. The Information Technology Branch is responsible for the research, development, maintenance and operations of EDP systems in support of the Department's various programs, and provides computer-related services to other departments and levels of government.</p> <p><i>Address:</i> 875 Heron Road, Suite 5140, Ottawa, Ontario K1A 0L8.</p> <p><i>Tel.:</i> (613) 954-8983</p> <p><i>Fax:</i> (613) 957-9058 (Secure)</p> <p>The five Regional ADMs are responsible for leading the activities of eight Taxation Centres, 38 District Taxation Offices, the International Taxation Office, and numerous Tax Clinics located in the Atlantic, Quebec, Central, Ontario and Western regions. Local directors are responsible for the implementation and delivery of all programs assigned to field offices in a manner consistent with established policies.</p>
<b>Ruby Howard</b>	<p>Ms. Howard retains her position of ADM, Ontario Region.</p> <p><i>Address:</i> 148 Fullarton Street, Suite 909, London, Ontario N6A 5P3.</p> <p><i>Tel.:</i> (519) 645-4360</p> <p><i>Fax:</i> (519) 675-3179</p>
<b>Kent McLean</b>	<p>Mr. McLean retains his position of ADM, Central Region. Born in Stayner, Ontario, in 1937, he became a Chartered Accountant in 1961. He was acting DM of the Atlantic Region from August 1, 1990 to February 8, 1991, and was appointed ADM, Central Region effective February 11, 1991.</p> <p><i>Address:</i> 38 Aurigan Parkway, Unit 8, Nepean, Ontario K2E 0L8.</p> <p><i>Tel.:</i> (613) 952-1676</p> <p><i>Fax:</i> (613) 954-3102</p>
<b>Serge Bastien</b>	<p>Mr. Bastien retains his position of ADM, Quebec Region. Mr. Bastien holds a degree in economics and diplomas in administration and European studies. Appointed as ADM, Quebec Region in 1991, he previously served as Director General, Operations for the Quebec Region at Employment and Immigration.</p>

**Address:** Guy Favreau Complex, West Tower, Room 917,  
200 René-Lévesque Boulevard West,  
Montréal, Quebec H2Z 1X4.

**Tel.:** (514) 283-2464

**Fax:** (514) 283-4668

**William Clarke** Mr. Clarke remains as ADM, Atlantic Region. Previous appointments include ADM, Central and Ontario Regions, Revenue Canada – Taxation. He was born in Halifax, Nova Scotia, in September of 1939, and is a Chartered Accountant.

**Address:** 2000 Barrington Street, Room 800, Halifax,  
Nova Scotia B3J 3K1.

**Tel.:** (902) 426-6370

**Fax:** (902) 426-4073

**Arthur Stubel** Mr. Stubel remains as acting ADM, Western Region. From 1985 to 1992, he held the position of Director, Calgary District Office. From 1978 to 1985, he was Director of the Winnipeg District Office.

**Address:** 220–4th Avenue Southeast, Room 570, Calgary,  
Alberta T2G 4X3.

**Tel.:** (403) 292-4277

**Fax:** (403) 292-4075

In addition to the above listed ADMs, the following Directors General, reporting directly to the Deputy Minister, form a part of National Revenue's management team.

**JoAnne Cohen Sulzenko** Director General, Corporate Affairs Branch. The Corporate Affairs Branch plans and directs the Department's internal audit and program evaluation activities. The Branch is also responsible for corporate development initiatives, special projects, the provision of corporate secretariat services, ministerial correspondence, and access to information and privacy.

**Address:** 123 Slater Street, Room 601, Ottawa, Ontario  
K1A 0L8.

**Tel.:** (613) 957-3695

**Fax:** (613) 954-6042

**Larry Gordon** Director General, Communications Branch. The Communications Branch develops and coordinates national policies and programs related to the Department's overall communication strategies, and provides

functional direction to field offices regarding public affairs activities, outreach communications and the resolution of client problems.

*Address:* 88 Metcalfe Street, Room 200, Ottawa, Ontario  
K1A 0L8.

*Tel.:* (613) 957-0273

*Fax:* (613) 954-7955

**Charles MacNab** Senior General Counsel. The Senior General Counsel (Legal Services) provides an advisory service to the Deputy Minister and the Department on legal matters arising from its role in the administration of various Acts and related statutes.

*Address:* 88 Metcalfe Street, Room 704, Ottawa, Ontario  
K1A 0L8.

*Tel.:* (613) 957-2358

*Fax:* (613) 957-2371

The amalgamation of the two Revenue Canada portfolios was originally announced in April of this year. However, the June 25 changes have removed the Border Control and Protection functions from Customs and Excise. An Integration Management Team has been established to implement the April and June changes, and is expected to have a new organizational structure ready shortly.

The Transition Team is headed by **Bill Grandall**. The contact person for the transition team is **Tom Sheridan**, (613) 957-7563.

# Government Services

The new Government Services portfolio will provide common services to the Public Service in a more cost-effective manner. The new Department will build on current initiatives to reform service delivery, and to reduce the resources required for these activities. It will consolidate virtually all common services provided to departments and agencies:

- supply and procurement;
- compensation, financial and personnel management systems;
- Receiver General's functions (accounting, cash management);
- accommodation, design and construction;
- property management;
- telecommunications; and
- translation.

The new Department has been formed by merging the departments of Supply and Services and Public Works, and adding the Translation Bureau from the Department of the Secretary of State and the Government Telecommunications Agency from the Department of Communications.

It will have approximately 18 000 employees and a budget of \$2.56 billion. The following table provides a breakdown, based on 1993/94 Main Estimates information for its component parts.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Supply and Services Canada		
Entire Department (net expenditures)	480 778	9 027
Public Works Canada		
Entire Department (net expenditures)	1 746 518	7 491
Secretary of State Canada		
Translation Bureau	101 640	1 178
Communications Canada		
Government Telecommunications Agency (GTA)	220 496	250
<b>TOTAL</b>	<b>2 549 432</b>	<b>17 946</b>

Government Services Canada (GSC) includes the following Special Operating Agencies (SOAs): Canada Communication Group, Consulting and Auditing Canada, and the Canadian Standards Board. Translation Services has approval to become an SOA and intends to do so by 1995. Another SOA, the Government Telecommunications Agency, is merging with the informatics services groups of Supply and Services Canada and Public Works Canada to form Government Telecommunications and Informatics Services (GTIS).

A group of Crown corporations also reports to the Minister, including the Canada Mortgage and Housing Corporation, Defence Construction Canada,



the Royal Canadian Mint, Harbourfront Corporation, Canada Lands Company, and the Canadian Commercial Corporation.

## **Departmental Management**

### ***Deputy Minister (DM)***

**Ranald Quail** Mr. Quail was appointed Deputy Minister designate of the new Department of Government Services. Pending the passage of legislation, he retains his position of Deputy Minister of Public Works and is appointed concurrently Deputy Minister of Supply and Services Canada. Born in Cornwall, Ontario, he received a degree in Civil Engineering from the University of New Brunswick. He has held the position of Deputy Minister of the Department of Public Works since February 1993. From 1990 to 1993, he was Associate Deputy Minister, Transport Canada, and Commissioner, Canadian Coast Guard.

**Address:** Place du Portage, Phase III, Floor 17A1, 11 Laurier Street, Hull, Quebec K1A 0S5.

**Tel.:** (819) 956-1706

**Fax:** (819) 956-8280

### ***Assistant Deputy Ministers (ADMs)***

**Reg Evans** Mr. Evans has been named ADM, Real Property (formerly PWC's Accommodation Branch). As the federal government's "landlord", handling \$8 billion of federal real estate, he will manage a diverse portfolio which includes the Parliament Buildings, office buildings, laboratories, warehouses, housing, locks, dams and dry docks. He will also see the payments of grants-in-lieu-of-taxes on 65 000 government federal properties to other levels of government. Throughout government restructuring, Mr. Evans will play a leadership role by working with each department and agency in the long-term planning of national co-location needs.

Before joining Public Works in 1992, Mr. Evans was Senior Assistant Deputy Minister, Justice Legal Services, from 1987. He was ADM, Commercial and Property Law, from 1985 to 1987. Prior to that, he was General Counsel and Corporate Secretary for Supply and Services. Mr. Evans has a BA and a Law degree from the University of Saskatchewan. In 1983, he was appointed Queen's Counsel.

**Address:** Sir Charles Tupper Building, Riverside and Heron Road, Ottawa, Ontario K1A 0M2.

*Tel.:* (613) 736-2876  
*Fax:* (613) 736-3120

**Roger Gagnon**

Mr. Gagnon is ADM, Translation Services. This organization, which will become a Special Operating Agency by 1995, provides translation, interpretation and terminology services in all languages to Parliament, Cabinet, the Public Service, the Judiciary and agencies created by Parliament or the Governor in Council. With a staff of over 1 300, Translation Services will focus on improving efficiency and customer service.

Mr. Gagnon was formerly ADM of Lands, Revenues and Trusts, Indian and Northern Affairs (1991); ADM of Self-Government, Indian and Northern Affairs (1989 to 1991); ADM of the Bureau of Corporate Affairs (1981 to 1989); and DG of Corporate Policy, Department of Consumer and Corporate Affairs (1979 to 1981). He was also Administrator of the National Economic Conference and Director of Communications while at the Economic Council of Canada. He has a BSc from the Université de Montréal, and a Diploma in Administrative Sciences from the École des hautes études commerciales in Montréal.

*Address:* 25 Eddy Street, Room 13A1, Hull, Quebec K1A 0M5.

*Tel.:* (819) 997-3943

*Fax:* (819) 997-0132

**Robert Giroux**

Mr. Giroux has been appointed Executive Director, GSC Transition Team. In this role, he will lead the Transition Team in addressing all aspects of the GSC merger, and will also see the completion of the initiatives begun by the operational reviews in the former departments of Public Works Canada and Supply and Services Canada.

Mr. Giroux was formerly ADM, Corporate Management at PWC. He has held a wide variety of positions in the federal government, including: ADM, Finance and Administration, Energy, Mines and Resources (1988 to 1991); Assistant Under-Secretary of State, Management Practices, Secretary of State (1985 to 1988); ADM, Corporate Management, Communications Canada (1981 to 1985); and Director General, Finance, Public Works Canada (1980). He obtained a BCom from Carleton University in 1968 and an MBA, specializing in Public Administration and Finance, from York University in 1972.

**Address:** Place du Portage, Phase III, Floor 14A1, 11 Laurier Street, Hull, Quebec K1A 0S5.

**Tel.:** (819) 956-8276

**Fax:** (819) 956-7291

**René Guindon**

Mr. Guindon has been appointed Second in Command for the Government Telecommunications and Information Services (GTIS). He will continue as President, Government Telecommunications Agency during its merger into GTIS. As President of GTA, he is responsible for government voice and data networks. As Second in Command, he will ensure that GTA's leading-edge commercial and entrepreneurial practices are shared with the new GTIS.

From 1987 to 1990, Mr. Guindon was DG, Canadian Workplace Automation Research Centre. Prior to this, he was the Regional Director for the province of Quebec, and Director of Broadcasting at Communications Canada. He graduated from the University of Ottawa with a Bachelor of Applied Science and a Master of Applied Science in Electrical Engineering.

**Address:** 300 Slater Street, 10th Floor, Ottawa, Ontario K1A 0C8.

**Tel.:** (613) 990-2314

**Fax:** (613) 957-8836

**Peter Janega**

Mr. Janega has been appointed Special Advisor to the Deputy Minister and Acting ADM for Government Telecommunications and Informatics Services. GTIS is a new Special Operating Agency which combines GTA and the informatics services organizations of Public Works Canada and Supply and Services Canada. As Special Advisor to the DM, Mr. Janega will develop an integration plan for informatics and telecommunications. As A/ADM, he will manage telecommunications, computer technologies and information system support requirements.

Mr. Janega was formerly ADM, Information Management Service, SSC. He has also been DG, Information Systems Directorate, SSC; Director, Communications and Informatics, Transport Canada; and Assistant Director, Data Processing, Statistics Canada. He is a graduate of the University of Toronto, where he obtained an MEng, majoring in computer systems. He also has a degree in Electrical Engineering from Nova Scotia Technical College.

**Address:** Place du Portage, Phase III, Floor 6A1, 11 Laurier Street, Hull, Quebec K1A 0S5.

*Tel.:* (819) 956-2632  
*Fax:* (819) 956-4986

**Norman  
Manchevsky**

Mr. Manchevsky remains as Chief Executive Officer, Canada Communication Group (CCG), one of GSC's Special Operating Agencies. He holds the statutory title of Queen's Printer of Canada. CCG provides a complete range of communications products and services to government departments and agencies, with annual sales exceeding \$450 million. A large printing, publishing and communications enterprise, CCG is responsible for government communication in print and other venues.

Prior to his present appointment, Mr. Manchevsky held a variety of positions with Supply and Services Canada, including Director General, Communications Services, and Director, Planning Analysis and Control Systems Advisor, Commercial Supply Service. He graduated from Rhodes University in South Africa with a BSc (Honours) in Mathematics and Statistics.

*Address:* 45 Sacré-Cœur Boulevard, 2nd Floor, Hull, Quebec K1A 0S7.

*Tel.:* (819) 997-5321  
*Fax:* (819) 997-8863

**Richard Neville**

Mr. Neville has been named ADM, Corporate Services. He will be responsible for managing administrative and corporate services, and for consolidating GSC's various financial, accounting and reporting systems into an integrated and efficient branch. He will also fill the role of Comptroller, and be responsible for areas like policy and planning, marketing, accommodation, security, advertising and public opinion research, materiel, contracts dispute adjudication, and ministerial and executive support. He coordinates overall financial and operational planning, resource allocation and budgetary cycle activities.

Mr. Neville was formerly ADM, Finance and Administration at Supply and Services Canada. He joined the Department in 1979, holding several positions including that of Comptroller, under which he integrated the Finance Directorate, Services and the Comptroller's Directorate, Supply. He has a BCom (Honours) from the University of Montreal (Loyola College), and obtained his accreditation as a Chartered Accountant while articling with Clarkson, Gordon & Co.

*Address:* Place du Portage, Phase III, Floor 9A1, 11 Laurier Street, Hull, Quebec K1A 0S5.

**Tel.:** (819) 956-1715

**Fax:** (819) 956-6821

**Michael Nurse**

Mr. Nurse is ADM, Human Resources. In this role, he is responsible for managing human resource services, and for providing strategic and operational leadership in the management of GSC's human resources. He is also responsible for formulating a Human Resources Management Framework which outlines policy, service delivery and information support.

Most recently, Mr. Nurse was Director General, Human Resources, Public Works Canada. He joined PWC in 1986 as DG, Market-based Charging and Revenue Dependency, and also held the position of DG, Corporate Policy, Planning and Administration. He has had extensive experience in other federal departments including Transport, Treasury Board Secretariat, Justice, and Fisheries and Oceans. Mr. Nurse also worked at Veteran's Affairs, where he coordinated that Department's move to Prince Edward Island. He holds a BSc in Physics and Mathematics from the University of Montreal (Loyola College).

**Address:** Sir Charles Tupper Building, Room C238, Riverside Drive, Ottawa, Ontario K1A 0M2.

**Tel.:** (613) 736-2528

**Fax:** (613) 736-2863

**Lynne Pearson**

Ms. Pearson has been appointed Chief Executive Officer, Consulting and Audit Canada. In this role, she will oversee the delivery of a range of consulting, auditing and related services to a diverse group of clients including federal, provincial and municipal governments and other public-sector organizations. CAC has annual revenues of \$50 million.

Ms. Pearson most recently held the position of Executive Director, Training Programs Branch at the Public Service Commission. From 1987 to 1988, she was ADM, Saskatchewan Region at the Department of Western Economic Diversification. She was Federal Economic Development Coordinator for Saskatchewan, Regional Industrial Expansion (1986 to 1987), and Director General, Saskatchewan Region, Employment and Immigration (1982 to 1986). She has an MA in Community Development from the University of Alberta, a BA in English from the University of Saskatchewan, and a BJ from Carleton University.

**Address:** 112 Kent Street, 22nd Floor, Ottawa, Ontario K1A 0S5.



*Tel.:* (613) 996-0231  
*Fax:* (613) 990-7503

**Art Silverman**

Mr. Silverman has been appointed ADM, Supply Operations Service. He will be responsible for the management of acquisition and contractual support to 35 major Crown projects. He will also manage customized and general procurement in areas ranging from aerospace, marine and armament to food and drugs. Other responsibilities include stocked item supply, Crown assets distribution and traffic management. He ensures access of and fairness to suppliers through GSC's electronic advertising and bidding systems.

From 1991, Mr. Silverman was Senior ADM, Corporate Management, Fisheries and Oceans Canada. He was Senior ADM, Ottawa Liaison Office, Western Economic Diversification Canada (1987 to 1990). He has also served as ADM, Finance and Professional Services at Indian and Northern Affairs (1986 to 1987), and as Administrator of the House of Commons (1980 to 1986). He is a Certified General Accountant.

*Address:* ManuLife Place, Room 470, 55 Metcalfe Street,  
Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 998-8111  
*Fax:* (613) 998-8052

**Jim Stobbe**

Mr. Stobbe remains ADM, Government Operational Service. In this role, he is responsible for the Receiver General services for Canada which include banking and cash management services, maintenance of the government accounts, and issuance of over 200 million payments annually for programs such as the Canada Pension Plan, Old Age Security and Child Tax Benefit. He is also responsible for compensation services, including managing the government's payroll and pension administration.

In 1988, Mr. Stobbe joined Supply and Services Canada as Director General, Accounting, Banking and Compensation. From 1983 to 1988, he was DG, Financial Services at Employment and Immigration. Before that, he held various positions with Employment and Immigration. In 1976, he coordinated the integration of financial services when the Unemployment Insurance Commission amalgamated with the former Department of Manpower and Immigration. He attended Carleton University, where he obtained a BA in History and Economics.

**Address:** Place du Portage, Phase III, Floor 13A1, 11 Laurier Street, Hull, Quebec K1A 0S5.

**Tel.:** (819) 956-2871

**Fax:** (819) 956-7583

**Richard Vanier**

Mr. Vanier remains ADM, Architectural and Engineering Services, a position he has held at Public Works Canada since 1990. As ADM, he provides, at market-based rates, design and construction, professional and technical, and project management services. The range of expertise offered includes the design of buildings, dredging of waterways, hydrographic surveying, bridge and highway construction, and environmental services for internal and external clients.

Prior to joining PWC, Mr. Vanier was a consultant for the Société de transport de la rive sud de Montréal from 1987 to 1990. Before that, he was Director of Public Works for the City of Montreal. In 1987, he received the American Water Works Association's George Warren Fuller Citation. In 1982, he was cited by the American Public Works Association as one of the "Top Ten Public Works Leaders of the Year". A graduate of the Collège militaire royal in Saint-Jean, Mr. Vanier obtained a degree in Civil Engineering at l'École polytechnique de Montréal.

**Address:** Sir Charles Tupper Building, Room C5T, Riverside Drive, Ottawa, Ontario K1A 0M2.

**Tel.:** (613) 736-2882

**Fax:** (613) 736-2789

**Brian Veinot**

Mr. Veinot has been appointed ADM, Realty Services. He will be responsible for providing real estate and property management services on an optional basis to federal custodians and Crown corporations. With a staff of 4 000, Realty provides acquisition, leasing, letting survey, development, management, operation, repair and disposal of real property services in all parts of Canada.

Mr. Veinot was formerly Senior ADM, Marketing, Planning and Special Projects at Public Works Canada. In 1990, he became Senior ADM, Realty Services, and from 1988 to 1990, he was Senior ADM, Corporate Management. He joined Public Works as ADM, Comptroller in 1986. Prior to that, he held various

positions including ADM, Finance, at Indian and Northern Affairs. Mr. Veinot holds a BComm in Accounting from Concordia University in Montréal and is a Certified General Accountant.

*Address:* Sir Charles Tupper Building, Tower 4, Riverside Drive,  
Ottawa, Ontario K1A 0M2.

*Tel.:* (613) 736-2879

*Fax:* (613) 736-2002

## Environment

Although the name is the same, the Environment portfolio is undergoing major changes as part of this government restructuring exercise.

Parks Canada (including Historic Sites), once part of Environment Canada, will now be part of the new Canadian Heritage portfolio. Environment Canada will continue to focus on environmental research and protection.

The following table outlines the budget and FTEs of the new Environment Canada.

DEPARTMENTAL ACTIVITY OR PROGRAM	1993/94 BUDGET (\$000)	FTEs
Conservation and Protection Activity		
Inland Waters Conservation	135 939	1 080
Wildlife Conservation	54 615	393
Environmental Protection	170 918	844
Management and Common Support	33 772	318
Atmospheric Environment Activity		
Weather Services	191 652	1 836
Climate Services and Research	24 160	172
Ice Services	24 426	80
Air Quality Services and Research	22 831	209
Management and Common Support	12 696	164
Administration Program	77 103	728
<b>TOTAL</b>	<b>748 112</b>	<b>5 824</b>

## Departmental Management

### Deputy Minister (DM)

**Nick Mulder**

Mr. Mulder was appointed Deputy Minister of Environment Canada. Born in the Netherlands in 1939, he received a BA and an MA from New Brunswick University, did postgraduate studies at Illinois University, and was a student at the University of Stockholm. His previous appointments include Deputy Minister and Chairperson of the Employment and Immigration Commission and Deputy Minister of Supply and Services Canada.

**Address:**

Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

**Tel.:**

(819) 997-4203

**Fax:**

(819) 953-3457

### ***Associate Deputy Minister***

**Danielle  
Wetherup**

Born in Montréal, Ms. Wetherup was educated at Mount St. Vincent University, where she obtained her BA in Political Science. She also undertook post-graduate studies at the London School of Economics in Constitutional Law. Ms. Wetherup was previously Vice-President, CIDA. She has also worked extensively at Indian and Northern Affairs and Environment Canada.

***Address:***

Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

***Tel.:***

(819) 953-7137

***Fax:***

(819) 953-2115

### ***Assistant Deputy Ministers (ADMs)***

The following senior executives have been confirmed or reconfirmed in their positions:

**Brian Emmett**

Appointed ADM, Policy and Communications, Mr. Emmett has been with the Department since 1989. Before coming to Environment Canada, he worked at Energy, Mines and Resources, where he held a number of senior positions. Born in 1947 in Sarnia, Ontario, Mr. Emmett was educated at the University of Western Ontario and received his MA in Economics at the University of Essex.

***Address:***

Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

***Tel.:***

(613) 997-4882

***Fax:***

(613) 953-5981

**Tony Clarke**

Mr. Clarke remains as ADM, Conservation and Protection, a post he has held since 1992. Conservation and Protection meets federal responsibilities for the sound management and development of Canada's water and land resources, migratory birds, threatened and endangered species, and other national and international wildlife issues. It is also responsible for protecting the environment, as well as ensuring that the environmental quality at spill and waste sites is restored to acceptable levels.

Prior to this position, Mr. Clarke was Director General of the Canadian Wildlife Service and Environmental Protection at Environment Canada (1986-1992). Mr. Clarke is a registered professional engineer with the Province of Ontario.



*Address:* Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

*Tel.:* (819) 997-1575

*Fax:* (819) 953-9452

**Michel Dorais** Mr. Dorais has been appointed as Executive Chairman, Federal Environmental Assessment Review Office (FEARO). Before becoming Chairman in 1991, Mr. Dorais was Chairman of the Quebec Environmental Assessment Board. The Program administers the federal environment assessment and review process, and provides support to the Federal Administrator of the James Bay and Northern Quebec Agreement. Born in Valleyfield, Quebec, in 1952, he is a biologist/ecologist; he received his education from the University of Ottawa and subsequently trained in land management in France.

*Address:* Environment Canada, Fontaine Building, 13th Floor,  
200 Sacré-Cœur Boulevard, Hull, Quebec K1A 0H3.

*Tel.:* (819) 953-9556

*Fax:* (819) 953-2666

**Bob Slater** Appointed ADM, Environmental Review and Reporting, Mr. Slater has been with the Department since the 1970s. He will have the following organizations reporting to him: State of the Environment Reporting, the Office of the Science Advisor, Internal Audit and Program Evaluation. Born in 1942 in England, Mr. Slater received his PhD from the University of London.

*Address:* Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

*Tel.:* (613) 997-2161

*Fax:* (613) 997-1541

**Laura Talbot-Allan** Appointed ADM, Corporate Services, Ms. Talbot-Allan previously worked in the former Employment and Immigration. Prior responsibilities include National Director, Finance and Administration with the Canadian Red Cross, and advisor to the Treasurer and Comptroller for the Manitoba Telephone System. Ms. Talbot-Allan obtained her BSc from the University of Manitoba, and her MBA by combining studies at the University of Ottawa and the University of Manitoba.

*Address:* Environment Canada, Les Terrasses de la Chaudière,  
10 Wellington Street, Ottawa, Ontario K1A 0H3.

*Tel.:* (819) 953-7027

*Fax:* (819) 953-4064

The position of Assistant Deputy Minister, Atmospheric Environment Service, will be filled in the near future.

The new senior management team will also consist of the Director General, Human Resources, and the Regional Directors General (RDGs). The appointment of RDGs with their new integrated functions will be announced shortly.

**Sam Wex**, Director General, Operations, will be heading a transition team to deal with internal restructuring matters. He can be contacted at (819) 953-2091.

## Health

The Health portfolio is being redesigned to focus on issues related to the health and safety of Canadians. The new structure will enable the Minister and the Department to devote full attention to the fundamental policy and funding challenges inherent in maintaining a high-quality, affordable health system in Canada, including:

- health protection and consumer product safety;
- financial support to provinces and territories for insured health care;
- delivery of health services to Indian bands, and the Inuit; and
- the promotion of fitness.

The new Department consists of the health-related programs of the former Department of Health and Welfare, including the Medical Services Branch, and consumer product safety responsibilities from the former Department of Consumer and Corporate Affairs.

It will have a budget of about \$8 billion and 5,600 employees. The budget includes \$7 billion in transfer payments to provinces and territories for insured health services. This budget can be broken down using 1993/94 Main Estimates information for its component parts, as shown in the following table.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Health and Welfare Canada		
Entire Health Program, except the Amateur Sport and International Relations and Major Games sections of Fitness and Amateur Sport (see Department of Canadian Heritage)	8 253 725	4 926
Consumer and Corporate Affairs Canada		
Product Safety	7 283	99
<b>TOTAL</b>	<b>8 261 008</b>	<b>5 025</b>

## Departmental Management

### Deputy Minister (DM)

**Michèle S. Jean** Ms. Jean was appointed Deputy Minister designate of the new Department of Health. Pending the passage of legislation, she is appointed Deputy Minister of National Health and Welfare. Born in Québec City, she received two BAs from Laval University. Prior to her current appointment, she was Under-Secretary of State.

**Address:** Jeanne Mance Building, Room 2140, Tunney's Pasture,  
Ottawa, Ontario K1A 0K9.

**Tel.:** (613) 957-0212  
**Fax:** (613) 952-8422

### ***Associate Deputy Minister***

**Scott Serson** Mr. Serson was appointed Associate Deputy Minister of the Department of Health, having previously served as the Associate Deputy Minister for Health and Welfare Canada.

**Address:** Jeanne Mance Building, Room 2140, Tunney's Pasture, Ottawa, Ontario K1A 0K9.

**Tel.:** (613) 954-5904

**Fax:** (613) 952-8422

### ***Assistant Deputy Ministers (ADMs)***

**Robert Lafleur** Mr. Lafleur was appointed Senior ADM, Corporate Services. Born in Ottawa in 1940, he received a BA from the University of Ottawa and a law degree from Osgoode Hall Law School. Previously, Mr. Lafleur was Deputy Secretary, Human Resources Development at Treasury Board. Before that, he served as ADM for Realty Services, Public Works Canada.

The Corporate Services Branch includes responsibility for finance, human resources and other central support functions.

**Address:** Jeanne Mance Building, Room 1264, Tunney's Pasture, Ottawa, Ontario K1A 0K9.

**Tel.:** (613) 952-3984

**Fax:** (613) 952-7580

**Kent Foster** Mr. Foster has been appointed ADM, Health Protection. He was born in Coleman, Alberta, in 1938. He has a degree in Chemical Engineering from the University of Alberta and studied at military colleges in Canada, the United States and Great Britain. Mr. Foster has previously served as ADM for Health Protection, Health and Welfare, and Commander, Mobile Command for the Department of National Defence.

The Health Protection Branch is responsible for four areas in protecting the health of Canadian residents: food safety, quality and nutrition; drug safety, quality and efficacy; environmental quality and hazards; and national health surveillance.

**Address:** Health Protection Building, Room 116, Tunney's Pasture, Ottawa, Ontario K1A 0L2.

*Tel.:* (613) 957-1804

*Fax:* (613) 957-3954

**Dann Michols**

Mr. Michols has been appointed Executive Director, National Pharmaceutical Strategy. Previously, he held the same position at Health and Welfare Canada, where he was responsible for developing a pharmaceutical strategy in conjunction with federal and provincial agencies, pharmaceutical industries, health professionals, and research and consumer organizations.

*Address:* Health Protection Building, Room 107, Tunney's Pasture, Ottawa, Ontario K1A 0L2.

*Tel.:* (613) 957-0369

*Fax:* (613) 952-7756

**André Juneau**

Mr. Juneau has been appointed ADM, Policy and Consultation. Born in Paris in 1948, he holds an MA in Urban Affairs and Policy Analysis from New York School for Social Research. Previously, he was ADM for Immigration Policy and Director General, Immigration Policy and Program Development Branch, Employment and Immigration Canada.

The Policy and Consultation Branch includes responsibilities for policy development, communications and the Women's Bureau.

*Address:* Jeanne Mance Building, Room 2055, Tunney's Pasture, Ottawa, Ontario K1A 0K9.

*Tel.:* (613) 957-3059

*Fax:* (613) 957-1204

**Kay Stanley**

Ms. Stanley has been appointed ADM, Health Programs and Services. She was born in 1942, in Nepean, Ont., and holds a BA in Political Science and an Ontario Teacher's Certificate. Previously, she was Coordinator for Status of Women Canada and Chief of Staff for the Minister of State, Immigration and Status of Women.

*Address:* Jeanne Mance Building, Room 540, Ottawa, Ontario K1A 0K9.

*Tel.:* (613) 954-8525

*Fax:* (613) 954-8529



**Marie Fortier**

Ms. Fortier has been appointed ADM, Medical Services. Previously, she served as Director General, Health Insurance at Health and Welfare Canada

The Medical Services Branch delivers occupational and environmental health services, health advisory services, and Indian and Northern Health Services through some 689 facilities across the country.

*Address:* Jeanne Mance Building, Room 1050, Tunney's Pasture, Ottawa, Ontario K1A 0K9.

*Tel.:* (613) 957-7701

*Fax:* (613) 957-1118

In addition, **Robert Lafleur** will serve as the Department of Health's Transition Team Head. **Andrée Verville** is the Transition Team Contact and can be reached at (613) 952-4104.

# Agriculture and Agri-Food

The Department of Agriculture becomes the Department of Agriculture and Agri-Food, and now includes:

- the Food Products Branch from the Department of Industry, Science and Technology; and
- agri-food packaging and labelling functions from the Food Division of Consumer and Corporate Affairs.

The budget and FTEs for this new Department are expected to be essentially the same as those provided for under the former portfolio.

FORMER DEPARTMENT AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Agriculture Canada		
Entire Department	2 224 000	11 865
TOTAL	2 224 000	11 865

## Departmental Management

### Deputy Minister (DM)

#### Rob Wright

Mr. Wright remains as Deputy Minister of the Department of Agriculture and Agri-Food Canada. He has held this position since October of 1992. Born in Fort Frances, Ont., in October 1951, he received a BA in Economics from The University of Western Ontario and an MA in Economics from the University of Manitoba. From 1989 to 1992, he held the position of Deputy Secretary to the Cabinet (Plans) at the Privy Council Office.

To reflect the consolidation of responsibilities of the former Minister of State and the Minister of Agriculture, the Associate Deputy Minister's Office will be combined with that of the Deputy Minister.

#### Address:

Sir John Carling Building, 9th Floor, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

#### Tel.:

(613) 995-8091

#### Fax:

(613) 995-2210

### Associate Deputy Minister

#### Harold Bjarnason

Appointed Associate Deputy Minister of Agriculture and Agri-Food Canada in August 1993, Mr. Bjarnason was born and raised in Gimli, Manitoba. Mr. Bjarnason holds a doctorate in Economics from the University

of Wisconsin. Before his current appointment, Mr. Bjarnason was Associate DM (Grains and Oilseeds) at Agriculture Canada and Executive Director, Planning, with the Canadian Wheat Board.

**Address:** Sir John Carling Building, Room 10115, 930 Carling Avenue, Ottawa, Ontario K1A 0C5

**Tel.:** (613) 995-7129

**Fax:** (613) 995-7389

### ***Assistant Deputy Ministers (ADMs)***

**Brian Morrissey** Dr. Morrissey remains as ADM, Research. The role of the Research Branch is to help improve the long-term competitiveness of the Canadian agri-food sector. The four main science areas are resource, crop, animal and food. Dr. Morrissey has been ADM of the Research Branch since January 1992. Previous appointments include ADM for Science at the Department of Fisheries and Oceans and ADM of Agriculture's Production and Inspection Branch. Dr. Morrissey completed the MVB course in Veterinary Medicine at University College, Dublin in 1965 and was received as a member of the Royal College of Veterinary Surgeons in London, England, the same year.

**Address:** Sir John Carling Building, Room 7119, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

**Tel.:** (613) 995-7084

**Fax:** (613) 943-2728

**Art Olson** Dr. Olson remains as ADM, Food Production and Inspection. The Food Production and Inspection Branch has the primary responsibility for protecting the marketability of agriculture and food products for Canada by working in partnership with industry to eliminate or control plant and animal diseases of economic importance, and to ensure compliance with food safety and quality standards. Dr. Olson has been ADM, Food Production and Inspection Branch since 1991. He has held a number of other positions in Agriculture Canada, including ADM, Research Branch and ADM, Research and Operations Sector. Born in Lethbridge, Alberta in 1942, he obtained his BSc in horticulture and his doctorate in plant biochemistry at the University of Alberta, followed by a year of post-doctoral training in molecular biology at McMaster University.

**Address:** Sir John Carling Building, Room 409, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

**Tel.:** (613) 992-2114

**Fax:** (613) 943-1812

**Gordon Dittberner**

Dr. Dittberner remains ADM, Corporate Services. The Branch was renamed from the Corporate Management Branch in order to emphasize a clearer service orientation. It will have overall responsibility and authority for the integration and management of all departmental administrative systems. This will ensure that departmental administrative systems (i.e., personnel, finance, material, etc.) are fully integrated and the benefits of interbranch sharing are realized.

Dr. Dittberner has held numerous positions in Agriculture Canada, including Inspector General, Food Production and Inspection Branch; and Director General, Veterinary Inspection, Food Production and Inspection Branch. Born in 1940 in Springs, South Africa, he obtained his BVSc at the University of Pretoria, South Africa.

**Address:** Sir John Carling Building, Room 8114, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

**Tel.:** (613) 995-5118

**Fax:** (613) 996-9564

**Frank Clayton**

Mr. Clayton remains ADM, Policy, a position he has held since 1986. He has also worked extensively in the Treasury Board Secretariat in numerous capacities. He has an MA in Economics from the University of British Columbia.

The Policy Branch has been redesigned to facilitate the implementation of major policies in the area of farm support, for example whole farm strategies, transportation, and the development and implementation of adaptation measures for agriculture and agri-food sectors. Policy-related functions will include: the existing Policy Branch functions, with the exception of the International Trade Policy group which will become part of the Marketing Branch; Farm Financial Programs Branch; from the Grains and Oilseeds Branch: the National Grains Bureau in Winnipeg, the Livestock Feed Bureau in Montréal, Net Income Stabilization Account (NISA), Cooperatives Secretariat, Priorities and Strategies; and Human Resources and Management Services.

**Address:** Sir John Carling Building, Room 3116, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

**Tel.:** (613) 995-5880  
**Fax:** (613) 992-5062

**Charlie Stoll**

Mr. Stoll has accepted the position of ADM, Market and Industry Services. He previously served as ADM of Agri-Food Development. He has announced that he will be leaving the Department in the near future to pursue other interests, but has agreed to remain with Agriculture and Agri-Food over the next few months to manage the period of transition for the Market and Industry Services Branch.

The newly created Branch will provide a focus for the marketing and international needs of the industry. It will encompass the existing Agri-Food Development Branch, the Grain Marketing Bureau, and the International Trade Policy Directorate of the Policy Branch.

**Address:** Sir John Carling Building, 5th Floor, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

**Tel.:** (613) 995-9554

**Fax:** (613) 992-1559

**Jean-Yves Lavoie**

Mr. Lavoie remains as ADM, National Marketing Systems (NMS). His responsibilities are to ensure that the marketing processes at work within the supply-managed sectors contribute to their growth and vitality. Areas of business include coordinating departmental activities, research and development, programs, policy development and communications facilitating the development of second-generation supply management. NMS also consults sectoral stakeholders to coordinate their inputs into second-generation supply management, and into the vision for the new department and its relation to the sector. NMS will also foster growth opportunities and scenarios through departmental initiatives and sector initiatives, emphasizing short-term actions that could help turn markets around.

Mr. Lavoie's most recent appointment was with Economic Affairs in the Quebec Department of Agriculture, Fisheries and Food, where he was ADM. He has also worked for the Quebec Planning and Development Board, the Canadian International Development Agency and the Quebec Pension Board. A 1970 graduate in Economics from Université Laval, he has been ADM, National Marketing Plans at Agriculture Canada since January 1993.



*Address:* Sir John Carling Building, Room 963, 930 Carling Avenue, Ottawa, Ontario K1A 0C5.

*Tel.:* (613) 995-8581

*Fax:* (613) 941-5796

**Dennis Stephens**

Mr. Stephens will take on the challenge of defining and providing leadership to the rural mandate as Special Advisor, Small Communities and Rural Areas. He was formerly ADM of the National Grains Bureau in Winnipeg. Mr. Stephens has a BA in Economics and Political Science from the University of Manitoba.

*Address:* P.O. Box 6200, Winnipeg, Manitoba R3C 4N1

*Tel.:* (204) 983-2750

*Fax:* (204) 983-5300

Note: This is the telephone number for Carol Brown, Mr. Stephens' assistant. He can be reached at this number until his permanent office arrangements are completed in September 1993.

The Transition Team, during Phase I, is currently headed by **Michelle Comeau**, Director General of Human Resources, who can be reached at 993-5610.

## Privy Council Office

The Privy Council Office (PCO) has been given responsibility for federal-provincial relations. To this end, the Federal-Provincial Relations Office (FPRO) has been reintegrated into the PCO. The budget and FTEs are shown in the following table.

FORMER AGENCY AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Privy Council Office Entire Agency	39 045	406
Federal-Provincial Relations Office Entire Agency	11 451	97
<b>TOTAL</b>	<b>50 496</b>	<b>503</b>

### Departmental Management

#### *Clerk of the Privy Council and Secretary to Cabinet*

##### **Glen Shortliffe**

Mr. Shortliffe remains as Clerk of the Privy Council. He previously served as Deputy Minister for Transport Canada and Deputy Secretary to the Cabinet, Operations. Born in Edmonton in 1937, he has a BA from the University of Alberta and pursued graduate studies at the University of Oregon and the University of Alberta.

As Head of the Public Service, Mr. Shortliffe is responsible on behalf of the Prime Minister for the implementation of government restructuring. In that capacity, he chairs the Implementation Board that approves organizational changes flowing from the announcements of June 25.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5400

**Fax:** (613) 957-5729

#### *Associate Secretary to Cabinet and Deputy Clerk of the PCO*

##### **Alain Gourd**

Mr. Gourd retains his appointment as Deputy Clerk. Born in Amos, Que., in 1946, he has an MA in Philosophy and a Bachelor of Law from the University of Ottawa. Before his appointment, he served as Deputy Minister for Communications Canada.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5390

**Fax:** (613) 957-5341

### ***Deputy Clerk and Deputy Secretaries***

**Ward Elcock** Mr. Elcock remains as Deputy Clerk, Security and Intelligence, and Counsel. He was born in 1947 and has a BA from Carleton University and a law degree from Osgoode Hall. Appointed to his current position in May 1989, Mr. Elcock previously served as Assistant Secretary to Cabinet for Legislation and House Planning.

His Branch assists the Prime Minister with legislation and House of Commons planning, security and intelligence operations, and legal counsel.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5696

**Fax:** (613) 957-5034

**Suzanne Hurtubise** Ms. Hurtubise has an expanded role as Deputy Secretary, Plans and Consultations. This Branch supports the Prime Minister in managing the operations of Cabinet and in discharging responsibilities for setting the government's objectives. In addition, the Branch now assumes responsibility for supporting the Prime Minister with communications and consultation activities.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5466

**Fax:** (613) 957-5089

**Nicholas d'Ombrain** Mr. d'Ombrain remains as Deputy Secretary, Machinery of Government and Senior Personnel. Born in 1944 in London, England, he holds a D.Phil. from Oxford University. Previously, he served as Assistant Secretary to Cabinet, Machinery of Government and as Senior Advisor to the PCO.

The Machinery of Government and Senior Personnel Branch assists the Prime Minister in determining the organization of Cabinet and the government. The Branch also assists the Prime Minister in appointing senior government officials.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5495

**Fax:** (613) 957-5034

**Ian Bennett**

Mr. Bennett stays on as Deputy Secretary, Operations. Born in Nelson, B.C., he has an MA in Economics from the University of Toronto. Prior to his current appointment, he served as Senior ADM, Tax Policy for the Department of Finance.

The Operations Branch assists the Prime Minister in the management of the operations of Cabinet committees. In addition, the Branch provides support for the preparation and passage of Orders in Council.

**Address:** Langevin Block, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5418

**Fax:** (613) 957-5034

***Assistant Secretaries to Cabinet***

**Morris Rosenberg**

Mr. Rosenberg assumes the position of Assistant Secretary, Economic and Regional Development. Previously, he was ADM at Consumer and Corporate Affairs.

**Address:** Blackburn Building, Room 506, 85 Sparks Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5368

**Fax:** (613) 957-5007

All other appointments remain the same:

**Jane Billings**

Ms. Billings remains Assistant Secretary, Government Operations and Labour Relations.

**Address:** Blackburn Building, Room 925, 85 Sparks Street, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5240

**Fax:** (613) 957-5003

**Margaret Bloodworth**

Ms. Bloodworth remains Assistant Secretary, Legislation and House Planning.

**Address:** Langevin Building, Room 325, 80 Wellington, Ottawa, Ontario K1A 0A3.

**Tel.:** (613) 957-5792

**Fax:** (613) 957-5032

**Gary Breen** Mr. Breen assumes the position of Assistant Secretary, Communications.

*Address:* Blackburn Building, Room 600, 85 Sparks Street, Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5426

*Fax:* (613) 957-5154

**Michael Horgan** Mr. Horgan remains Assistant Secretary, Priorities and Planning.

*Address:* Langevin Building, Room 302, 80 Wellington, Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5462

*Fax:* (613) 957-5017

**Florence levers** Ms. levers remains Assistant Secretary, Intergovernmental Affairs.

*Address:* 59 Sparks Street, Room 506, P.O. Box B, Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5335

*Fax:* (613) 957-5750

**Jim Judd** Mr. Judd remains Assistant Secretary to the Cabinet, Foreign and Defence Policy.

*Address:* Blackburn Building, Room 900, 85 Sparks Street, Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5476

*Fax:* (613) 957-5499

**Ron Jackson** Mr. Jackson remains Assistant Secretary, Senior Personnel Management.

*Address:* Langevin Building, 80 Wellington Street, Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5293

*Fax:* (613) 957-5006

**Nicole Jauvin** Ms. Jauvin remains Assistant Secretary, Security and Intelligence.

*Address:* Blackburn Building, Room 700, 85 Sparks Street, Ottawa, Ontario K1A 0A3.



*Tel.:* (613) 957-5275  
*Fax:* (613) 957-5018

**Marc Lafrenière** Mr. Lafrenière remains Assistant Secretary, Aboriginal Affairs.

*Address:* 90 Sparks Street, Room 717, Ottawa, Ontario  
K1A 0A3.

*Tel.:* (613) 992-2334  
*Fax:* (613) 992-2343

**James Mitchell** Mr. Mitchell remains Assistant Secretary, Machinery of Government.

*Address:* Langevin Building, Room 312, 80 Wellington Street,  
Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5491  
*Fax:* (613) 957-5034

**Shirley Serafini** Ms. Serafini remains Assistant Secretary, Social Development.

*Address:* Blackburn Building, Room 500, 85 Sparks Street,  
Ottawa, Ontario K1A 0A3.

*Tel.:* (613) 957-5446  
*Fax:* (613) 957-5445

**Michael Wernick** Mr. Wernick is Assistant Secretary, Policy Development and Constitutional Affairs.

*Address:* 59 Sparks Street, Room 207, Ottawa, Ontario  
K1A 0A3.

*Tel.:* (613) 957-5323  
*Fax:* (613) 957-5021

# TREASURY BOARD SECRETARIAT

The Treasury Board Secretariat (TBS) is now responsible for the functions of the Office of the Comptroller General (OCG), which will be integrated into the Secretariat.

FORMER AGENCY AND PROGRAM	1993/94 BUDGET (\$000)	FTEs
Treasury Board Secretariat Entire Agency	1 189 027	781
Office of the Comptroller General Entire Agency	17 352	177
<b>TOTAL</b>	<b>1 206 379</b>	<b>958</b>

## Departmental Management

### Secretary

#### Ian Clark

Ian Clark has been named Secretary of the Treasury Board and Comptroller General. Born in 1946, he graduated from the University of British Columbia, received a PhD in Physical Chemistry from Oxford University on a Rhodes Scholarship, and completed a Masters of Public Policy at John F. Kennedy School of Government. He has been Secretary of the Treasury Board since November 1989. Prior to that, he was Deputy Minister of Consumer and Corporate Affairs Canada starting in March 1987.

*Address:* L'Esplanade Laurier, 9th Floor, 140 O'Connor Street, Ottawa, Ontario K1A 0R5.

*Tel.:* (613) 993-5215

*Fax:* (613) 998-9071

### Deputy Secretaries and Other Senior Officials

#### Andy Macdonald

Mr. Macdonald has been named Chief Informatics Officer (CIO) and is responsible for information management, systems and technology for the Government of Canada. Born in Regina, Sask., in 1941, he has a doctorate in Industrial Engineering from Stanford University. Previously, Mr. Macdonald was the Comptroller General for Canada.

The new office of the Chief Informatics Officer is mandated to eliminate paper from the government's

internal administrative processes by the end of the decade. In particular, the CIO will be responsible for developing policy and standards for information management and technology, and related telecommunications activities. In addition, the CIO will be responsible for improving the information technology skills of Public Service employees and building strategic partnerships with the private sector.

**Address:** L'Esplanade Laurier, West Tower, 9th Floor, 300  
Laurier Avenue West, Ottawa, Ontario K1A 1E4.

**Tel.:** (613) 957-7070

**Fax:** (613) 952-8536

**Jean-Guy Fleury**

Mr. Fleury stays on as Deputy Secretary, Human Resources Branch. In addition, he will assume responsibility for the old Human Resources Development Branch, formerly headed by Robert Lafleur, who was transferred to the Department of Health. Mr. Fleury, who holds a BComm has held a variety of senior positions within the Public Service. Prior to his current appointment in 1992, he served as Assistant Secretary, Staff Relations for the Treasury Board Secretariat.

The Human Resources Branch is responsible for providing a human resources management framework for the Public Service and for promoting effective employer-employee relations. The Branch develops personnel policies, guidelines, regulation standards, systems, terms and conditions of employment; it also manages negotiations within the collective bargaining process.

**Address:** L'Esplanade Laurier, West Tower, 9th Floor, 300  
Laurier Avenue West, Ottawa, Ontario K1A 1E4.

**Tel.:** (613) 952-3012

**Fax:** (613) 954-1018

All other Deputy Secretaries retain their previous appointments:

**Mel Cappe**

Mr. Cappe remains Deputy Secretary, Program Branch. Born in 1948, he studied Economics at the graduate level at The University of Western Ontario and the University of Toronto. Prior to his current appointment in April 1990, Mr. Cappe served as Senior Assistant Secretary, Treasury Board and as ADM, Corporate Affairs and Legislative Policy at Consumer and Corporate Affairs.

The Program Branch is responsible for expenditure management for the federal government, and recommends the acceptance or modification of specific expenditure proposals by government departments,

agencies and organizations. Specific responsibilities include: program analysis; coordinating planned government expenditures; and advising on the financial requirements and policies related to Crown corporations.

**Address:** L'Esplanade Laurier, 140 O'Connor Street, Ottawa,  
Ontario K1A 0R5.

**Tel.:** (613) 957-2606

**Fax:** (613) 952-1973

**Richard Paton**

Mr. Paton stays on as Deputy Secretary, Administrative Policy Branch. Between August 1988 and February 1991, he was Assistant Secretary of the Administrative Management Division of the Administrative Policy Branch. From 1986 to 1988, he was the Executive Director of the Implementation Team for the Canadian Centre for Management Development. Prior to that, he was seconded from the Privy Council Office to the University of Western Ontario to assist Gordon Osbaldeston in carrying out an accountability study of deputy ministers. Mr. Paton's education includes an MPA from Harvard and, from Carleton, an MA in Canadian Studies. He also teaches a graduate course on management at Carleton University's School of Public Administration.

The Administrative Policy Branch develops, evaluates and communicates administrative, real property and information policies, regulations and standards to ensure effective acquisitions to services to government programs.

**Address:** L'Esplanade Laurier, 140 O'Connor Street, Ottawa,  
Ontario K1A 0R5.

**Tel.:** (613) 957-2469

**Fax:** (613) 952-1381

**Madeleine Ouellon**

Ms. Ouellon remains Deputy Secretary, Official Languages. Appointed to her current position in 1990, her prior positions include Director General, Management Category Programs at the Public Service Commission, and Director General for coordination and policies at Environment Canada. After studies in Arts at the Université de Montréal and in Education at the University of Ottawa, Ms. Ouellon is now studying Art History at the University of Ottawa.

The Official Languages and Employment Equity Branch develops, coordinates and communicates

federal policies and programs with respect to language service and language of work. The Branch also establishes policies and guidelines with respect to the Employment Equity Program and maintains a central file of personnel information on designated equity group members.

*Address:* L'Esplanade Laurier, 140 O'Connor Street, Ottawa,  
Ontario K1A 0R5.

*Tel.:* (613) 952-2852

*Fax:* (613) 952-2862



# SUPPLEMENTARY INFORMATION

## The New Cabinet and Cabinet Committees

A listing of the new Cabinet ministers and their current and future posts is provided below.

**The Right Honourable Kim Campbell**, Prime Minister;

**The Honourable Perrin Beatty** has been appointed Secretary of State for External Affairs;

**The Honourable Thomas Siddon** has been appointed Minister of National Defence;

**The Honourable Charles Mayer**, Minister Designate of Agriculture and Agri-Food and Minister responsible for Small Communities and Rural Areas, has been appointed pending the passage of legislation as Minister of Agriculture;

**The Honourable Lowell Murray** has been appointed Leader of the Government in the Senate;

**The Honourable Paul Dick**, Minister Designate of Government Services, has been appointed pending the passage of legislation as Minister of Public Works and Minister of Supply and Services;

**The Honourable Jean Charest**, Deputy Prime Minister and Minister Designate of Industry and Science, has been appointed pending the passage of legislation as Minister of Industry, Science and Technology, Minister of Consumer and Corporate Affairs, and Minister responsible for the Federal Office of Regional Development for Quebec. Mr. Charest will also serve as Registrar General, pending the eventual statutory assignment of this responsibility to the Minister of Canadian Heritage;

**The Honourable Thomas Hockin** has been appointed Minister for International Trade;

**The Honourable Monique Landry**, Minister Designate of Canadian Heritage, has been appointed pending passage of legislation as Secretary of State of Canada, Minister of Communications and Minister responsible for La Francophonie;

**The Honourable Bernard Valcourt**, Minister Designate of Human Resources and Labour, has been appointed pending passage of legislation as Minister of Employment and Immigration and Minister of Labour;

**The Honourable Gerry Weiner**, Minister Designate for Citizenship, has been appointed Minister of Multiculturalism and Citizenship;

**The Honourable Douglas Lewis**, Minister Designate of Public Security and Leader of the Government in the House of Commons, has been appointed pending the passage of legislation as Solicitor General of Canada;

**The Honourable Pierre Blais**, has been appointed Minister of Justice and Attorney General of Canada and President of the Privy Council;

**The Honourable Mary Collins**, Minister Designate of Health, has been appointed pending the passage of legislation as Minister of National Health and Welfare. Ms. Collins will also serve as Minister responsible for the Status of Women;

**The Honourable Jean Corbeil** has been appointed Minister of Transport;

**The Honourable Gilles Loiselle** has been appointed Minister of Finance;

**The Honourable Pauline Browes** has been appointed Minister of Indian Affairs and Northern Development;

**The Honourable Pierre Vincent** has been appointed Minister of the Environment;

**The Honourable James Edwards** has been appointed President of the Treasury Board. Mr. Edwards will also serve as Federal Interlocutor for Métis and Non-status Indians;

**The Honourable Robert Nicholson** has been appointed Minister for Science and Minister responsible for Small Business;

**The Honourable Barbara Sparrow**, Minister Designate of Natural Resources, has been appointed Minister of Energy, Mines and Resources and Minister of Forestry;

**The Honourable Peter McCreath** has been appointed Minister of Veterans Affairs;

**The Honourable Ross Reid** has been appointed Minister of Fisheries and Oceans and Minister for the Atlantic Canada Opportunities Agency;

**The Honourable Larry Schneider** has been appointed Minister of Western Economic Diversification. Mr. Schneider will also be responsible for Canada Post Corporation;

**The Honourable Garth Turner** has been appointed Minister of National Revenue.

Full Cabinet is chaired by the Prime Minister and will meet weekly. It is the central decision-making forum on the most important issues facing the Government.

Cabinet will reassume the responsibilities of the Priorities and Planning Committee for determining the Government's overall agenda and major policies; it will also serve as the forum for dealing with foreign and defence policy, national security, and federal-provincial issues.

The number of Cabinet committees has been reduced from 11 to five and they are smaller, as well.

**Six committees have been wound up or consolidated. They are:**

- Priorities and Planning;
- Communications;
- Foreign and Defence Policy;
- Security and Intelligence;
- Economic and Trade Policy; and
- Environment.

The committees of Cabinet and their responsibilities are as follows:

### **Operations**

A continuing committee, the Operations Committee is responsible for reviewing the Government's weekly agenda to ensure proper coordination in responding to issues and developing new policies. It also assumes the functions of the Communications Committee for considering the most appropriate means of ensuring that policy and program initiatives are effectively communicated to the public, and that the overall program of the Government is presented in a coherent fashion.

### **Treasury Board/Special Committee of Council**

A statutory committee, the Treasury Board/Special Committee of Council is legally responsible for authorizing expenditures. As well, it is generally responsible for allocating resources to support the approved policies and programs of the Government. And it is the employer of the Public Service, overseeing the overall management of public servants. Members will also take on the responsibilities of the Special Committee of Council in considering and approving submissions to the Governor in Council, including Orders in Council and regulations made pursuant to statutory authority, and in overseeing the continued streamlining of the Government's regulatory activities.

## **Economic and Environmental Policy Committee**

This is a new committee, with responsibility for overseeing national sustainable development. The Committee will focus on policies and programs to promote Canadian competitiveness, and will manage the Government's environmental agenda. It takes on the functions previously carried out by the Economic and Trade Policy Committee and the Environment Committee.

## **Social Policy Committee**

This is a new committee. It takes on many of the responsibilities of the Human Resources, Social and Legal Affairs Committee, and will focus on the development of social policies and programs for all Canadians. The Social Policy Committee will also be responsible for Native issues, cultural policy and national identity, as well as issues related to the protection of society.

## **House Leader's Committee**

This is a new committee, to be chaired by the Government House Leader. It will take on the responsibilities of the Legislation and House Planning Committee for planning the Government's program in Parliament, and for reviewing draft legislation.

# **Cabinet Committee Membership**

## **Operations**

Chair:	The Honourable Douglas Lewis
Vice-Chair:	The Honourable Pierre Blais
Members:	The Honourable Perrin Beatty The Honourable Lowell Murray The Honourable Jean Charest The Honourable Bernard Valcourt The Honourable Mary Collins The Honourable Gilles Loiselle The Honourable James Edwards The Honourable Ross Reid

## **Treasury Board and Special Committee of Council**

Chair:	The Honourable James Edwards
Chair:	The Honourable Pierre Blais
Vice-Chair:	The Honourable Gilles Loiselle
Vice-Chair:	The Honourable Douglas Lewis
Members:	The Honourable Paul Dick

The Honourable Thomas Hockin  
The Honourable Monique Landry  
The Honourable Pierre Vincent  
The Honourable Peter McCreath  
The Honourable Ross Reid  
The Honourable Larry Schneider  
The Honourable Garth Turner

### **Economic and Environment Policy**

Chair: The Honourable Lowell Murray  
Vice-Chair: The Honourable Thomas Siddon  
Members: The Honourable Charles Mayer  
The Honourable Jean Charest  
The Honourable Thomas Hockin  
The Honourable Bernard Valcourt  
The Honourable Jean Corbeil  
The Honourable Pierre H. Vincent  
The Honourable Robert Nicholson  
The Honourable Barbara Sparrow  
The Honourable Ross Reid

### **Social Policy**

Chair: The Honourable Lowell Murray  
Vice-Chair: The Honourable Mary Collins  
Members: The Honourable Monique Landry  
The Honourable Bernard Valcourt  
The Honourable Gerry Weiner  
The Honourable Douglas Lewis  
The Honourable Pierre Blais  
The Honourable Pauline Browes  
The Honourable Peter McCreath

### **House Leader**

Chair: The Honourable Douglas Lewis  
Vice-Chair: The Honourable Lowell Murray  
Members: The Honourable Pierre Blais  
The Honourable James Edwards  
The Honourable Peter McCreath



# **The Deputy and Associate Deputy Ministers of the Government**

The following lists all Deputy and Associate Deputy Ministers in the Government of Canada as of July 28, 1993. The list is presented alphabetically by department.

## **Agriculture and Agri-Food**

**Robert A. Wright** Deputy Minister of Agriculture and Agri-Food  
Sir John\*Carling Building, Room 914, 930 Carling  
Avenue, Ottawa, Ontario K1A 0C5

*Tel.:* (613) 995-8091

*Fax:* (613) 995-7389

**Harold F. Bjarnason** Associate Deputy Minister  
of Agriculture and Agri-Food Canada  
Sir John Carling Building, Room 10115, 930 Carling  
Avenue, Ottawa, Ontario K1A 0C5

*Tel.:* (613) 995-7129

*Fax:* (613) 995-7389

## **Canadian Heritage**

**Marc W. Rochon** Deputy Minister of Canadian Heritage  
Les Terrasses de la Chaudière, Room 12A14, 25 Eddy  
Street, Hull, Quebec K1A 0M5

*Postal Address:* Ottawa, Ontario K1A 0M5

*Tel.:* (819) 994-1132

*Fax:* (819) 997-0979

## **Environment**

**Nick Mulder** Deputy Minister of the Environment  
Les Terrasses de la Chaudière, North Tower,  
28th Floor, 10 Wellington Street, Hull, Quebec  
K1A 0H3

*Tel.:* (819) 997-4203

*Fax:* (819) 953-3457

**Danielle V. Wetherup** Associate Deputy Minister of the Environment  
Les Terrasses de la Chaudière, North Tower,  
27th Floor, 10 Wellington Street, Hull, Quebec  
K1A 0H3

*Tel.:* (819) 953-2115

*Fax:* (819) 953-7137

## **External Affairs**

**J. Reid Morden** Under-Secretary of State for External Affairs  
Lester B. Pearson Building, Tower "A", 8th Floor,  
125 Sussex Drive, Ottawa, Ontario K1A 0G2

*Tel.:* (613) 944-4911

*Fax:* (613) 944-0856

**R. Allen Kilpatrick** Deputy Minister for International Trade and Associate  
Under-Secretary of State for External Affairs  
Lester B. Pearson Building, Tower "A", 8th Floor,  
125 Sussex Drive, Ottawa, Ontario K1A 0G2

*Tel.:* (613) 944-5000

*Fax:* (613) 944-8493

## **Canadian International Development Agency**

**Huguette Labelle** President, Canadian International  
Development Agency  
Place du Centre, 12th Floor, 200 Promenade du  
Portage, Hull, Quebec K1A 0G4

*Tel.:* (819) 997-7951

*Fax:* (613) 953-3352

## **Finance**

**David A. Dodge** Deputy Minister of Finance  
L'Esplanade Laurier, East Tower, 20th Floor,  
140 O'Connor Street, Ottawa, Ontario K1A 0G5

*Tel.:* (613) 992-4925

*Fax:* (613) 952-9569

**Jean C. McCloskey** Associate Deputy Minister of Finance  
L'Esplanade Laurier, East Tower, 20th Floor,  
140 O'Connor Street, Ottawa, Ontario K1A 0G5

*Tel.:* (613) 992-0810

*Fax:* (613) 952-9569

## **Fisheries and Oceans/Atlantic Canada Opportunities Agency**

**Bruce S. Rawson** Deputy Minister of Fisheries and Oceans  
Centennial Towers, 15th Floor, 200 Kent Street,  
Ottawa, Ontario K1A 0E6

*Tel.:* (613) 993-2200

*Fax:* (613) 993-2194

## **Atlantic Canada Opportunities Agency**

**Mary Gusella** President, Atlantic Canada Opportunities Agency  
Blue Cross Building, 3rd Floor, 644 Main Street,  
Moncton, New Brunswick E1C 1E2

*Tel.:* (506) 851-6128

*Fax:* (506) 851-7403

*Postal Address:* Post Office Box 6051, Moncton, New Brunswick  
E1C 9J8

## **Government Services**

**Ronald A. Quail** Deputy Minister of Government Services  
Place du Portage, Tower A, Phase III, Room 17A1,  
11 Laurier Street, Hull, Quebec K1A 0S5

*Tel.:* (819) 956-1706

*Fax:* (819) 956-8280

## **Health**

**Michèle S. Jean** Deputy Minister of Health  
Jeanne-Mance Building, Room 2140, Tunney's Pasture,  
Ottawa, Ontario K1A 0K9

*Tel.:* (613) 957-0212

*Fax:* (613) 952-8422

**Scott Serson** Associate Deputy Minister of Health  
Jeanne-Mance Building, Room 2140, Tunney's Pasture,  
Ottawa, Ontario K1A 0K9

*Tel.:* (613) 954-5904

*Fax:* (613) 952-8422

## **Human Resources and Labour**

**Jean-Jacques Noreau** Deputy Minister of Human Resources and Labour  
Place du Portage, Phase IV, 13th Floor, 140 Promenade du  
Portage, Hull, Quebec K1A 0J9

*Tel.:* (819) 994-4514

*Fax:* (819) 953-5603

**François P. Pouliot** Associate Deputy Minister of Human Resources  
and Labour  
Place du Portage, Phase IV, 13th Floor, 140 Promenade du  
Portage, Hull, Quebec K1A 0J9

*Tel.:* (819) 994-4517

*Fax:* (819) 953-5603

## **Indian Affairs and Northern Development**

**Dan E. Goodleaf** Deputy Minister of Indian Affairs and Northern Development  
Les Terrasses de la Chaudière, North Tower,  
Room 2101, 10 Wellington Street, Hull, Quebec  
K1A 0H4

*Tel.:* (819) 997-0133

*Fax:* (819) 953-2251

**Richard J. Van Loon** Associate Deputy Minister of Indian Affairs and Northern Development  
Les Terrasses de la Chaudière, North Tower,  
Room 2101, 10 Wellington Street, Hull, Quebec  
K1A 0H4

*Tel.:* (819) 997-0854

*Fax:* (819) 953-7694

## **Industry and Science**

**Harry Swain** Deputy Minister of Industry and Science  
CD Howe Building, East Tower, 11th Floor,  
235 Queen Street, Ottawa, Ontario K1A 0H5

*Tel.:* (613) 992-4292

*Fax:* (613) 954-3272

**Kevin G. Lynch** Associate Deputy Minister of Industry, Science and Technology  
CD Howe Building, East Tower, 11th Floor,  
235 Queen Street, Ottawa, Ontario K1A 0H5

*Tel.:* (613) 954-0709

*Fax:* (613) 954-3272

## **Federal Office of Regional Development - Quebec**

**Lorette Goulet** Deputy Minister, Federal Office of Regional Development - Quebec  
Tour de la Bourse, 800 Victoria Place, P.O. Box 247,  
Montréal, Quebec H4Z 1E8

*Tel.:* (514) 283-4843

*Fax:* (514) 283-7778

## **Statistics Canada**

**Ivan P. Fellegi C.M.** Chief Statistician of Canada  
R.H. Coats Building, 26th Floor, Tunney's Pasture,  
Ottawa, Ontario K1A 0T6

*Tel.:* (613) 951-9757

*Fax:* (613) 951-4842

## **Justice**

**John C. Tait Q.C.** Deputy Minister of Justice  
Justice Building, Room 350, 239 Wellington Street,  
Ottawa, Ontario K1A 0H8

*Tel.:* (613) 957-4997

*Fax:* (613) 941-2279

**Eric A. Bowie** Associate Deputy Minister of Justice  
Justice Building, Room 450, 239 Wellington Street,  
Ottawa, Ontario K1A 0H8

*Tel.:* (613) 957-4888

*Fax:* (613) 954-2414

**Anne-Marie Trahan Q.C.** Associate Deputy Minister of Justice  
Justice Building, Room 150, 239 Wellington Street,  
Ottawa, Ontario K1A 0H8

*Tel.:* (613) 957-4660

*Fax:* (613) 952-8538

**Mary Elizabeth Dawson** Associate Deputy Minister of Justice  
Justice Building, Room 650, 239 Wellington Street,  
Ottawa, Ontario K1A 0H8

*Tel.:* (613) 957-4898

*Fax:* (613) 952-4279

## **National Defence**

**Robert Fowler** Deputy Minister of National Defence  
National Defence Headquarters, North Tower,  
Executive Floor, 101 Colonel By Drive, Ottawa,  
Ontario K1A 0K2

*Tel.:* (613) 992-4258

*Fax:* (613) 995-2028

## **National Revenue**

**Pierre Gravelle** Deputy Minister of National Revenue  
MacDonald Building, Room 1102, 123 Slater Street,  
Ottawa, Ontario K1A 0L8

*Tel.:* (613) 957-3688

*Fax:* (613) 952-1547



## **Natural Resources**

**Ronald Bilodeau** Deputy Minister of Natural Resources  
Sir William Logan Building, 21st Floor, 580 Booth  
Street, Ottawa, Ontario K1A 0E4

*Tel.:* (613) 992-3456

*Fax:* (613) 992-3828

## **Privy Council Office**

**Glen Scott Shortliffe** Clerk of the Privy Council and Secretary to the Cabinet  
Langevin Building, Room 332A, 80 Wellington Street,  
Ottawa, Ontario K1A 0A3

*Tel.:* (613) 957-5400

*Fax:* (613) 957-5729

**Alain Gourd** Associate Secretary to Cabinet and Deputy Clerk of  
the Privy Council Office  
Langevin Building, Room 328, 80 Wellington Street,  
Ottawa, Ontario K1A 0A3

*Tel.:* (613) 957-5390

*Fax:* (613) 957-5341

## **Canadian Centre for Management Development**

**Ole M. Ingstrup** Principal, Canadian Centre for Management  
Development  
De La Salle Campus, Block B, Room 504, 373 Sussex  
Drive, Ottawa, Ontario K1N 8V4

*Tel.:* (613) 992-8165

*Fax:* (613) 943-1038

*Postal Address:* P.O. Box 420, Station A, 373 Sussex Drive, Ottawa,  
Ontario K1N 8V4

## **Public Security**

**V. Peter Harder** Deputy Minister of Public Security  
Sir Wilfrid Laurier Building, 13th Floor, 340 Laurier  
Avenue West, Ottawa, Ontario K1A 0P8

*Tel.:* (613) 991-2895

*Fax:* (613) 990-8312

## **Public Service Commission**

**Robert J. Giroux** President, Public Service Commission  
L'Esplanade Laurier, West Tower, Room 1902,  
300 Laurier Avenue West, Ottawa, Ontario K1A 0M7

*Tel.:* (613) 992-2788

*Fax:* (613) 996-4337

## **Transport**

**Jocelyne Bourgon** Deputy Minister of Transport  
Place de Ville, Tower C, 29th Floor, 330 Sparks Street,  
Ottawa, Ontario K1A 0N5

*Tel.:* (613) 990-4507

*Fax:* (613) 991-0851

**William A. Rowat** Associate Deputy Minister of Transport  
Place de Ville, Tower C, 29th Floor, 330 Sparks Street,  
Ottawa, Ontario K1A 0N5

*Tel.:* (613) 990-1470

*Fax:* (613) 990-1878

## **Treasury Board**

**Ian D. Clark** Secretary of the Treasury Board and  
Comptroller General of Canada  
L'Esplanade Laurier, East Tower, 9th Floor,  
140 O'Connor Street, Ottawa, Ontario K1A 0R5

*Tel.:* (613) 993-5215

*Fax:* (613) 998-9071

## **Veterans Affairs**

**Nancy  
Hughes Anthony** Deputy Minister of Veterans Affairs  
66 Slater Street, Room 1624, Ottawa, Ontario  
K1A 0P4

*Tel.:* (613) 996-6881

*Fax:* (613) 952-7709

## **Western Economic Diversification**

**Janet R. Smith** Deputy Minister of Western Economic Diversification  
Canada Place, Suite 1500, 9700 Jasper Avenue,  
Edmonton, Alberta T5J 4H7

*Tel.:* (403) 495-4164

*Fax:* (403) 495-6222

## **Assistant Deputy Ministers and Senior Executives**

The following is a list of ADM and Senior Executive placements confirmed to date, by department, as of August 6, 1993. There are some ADMs and Senior Executives who are as yet unconfirmed or on various types of leave (e.g., leave without pay, exchange programs, or assignments) and are therefore not included in this list.

### **Atlantic Canada Opportunities Agency**

GAUDET, Ted	Vice-President, New Brunswick
LACOMBE, Barry	Senior Vice-President, Corporate Policy and Programs
POTTER, Wynne	Vice-President, Nova Scotia
SLADE, Gordon	Vice-President, Newfoundland
SMITH, Peter	Vice-President, Ottawa Office

### **Agriculture Canada**

CLAYDON, Frank	ADM, Policy
DITTBERNER, Gordon	ADM, Corporate Management
LAVOIE, Jean-Yves	ADM, National Marketing Systems
MORRISSEY, Brian	ADM, Research
OLSON, Arthur	ADM, Food Production and Inspection
STEPHENS, Dennis	Senior Advisor, Small Communities and Rural Areas

### **National Archives of Canada**

SWIFT, Michael	Assistant National Archivist
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### **Canadian Centre for Management Development**

GOLD, Sylvia	Faculty Member
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### **Canadian Grain Commission**

WALLACE, Dennis	Executive Director
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### **Canadian International Development Agency**

BASSETT, Charles	Vice-President, Corporate Affairs
BELISLE, Denis	Ambassador, Abidjan
HOLDSWORTH, David	Vice-President, Corporate Management
McASKIE, Carolyn	Vice-President, Africa and the Middle East
PAYNE, Julian	Vice-President, Asia

RACICOT, Pierre	Vice-President, Americas
ROBINSON, John	Vice-President, Policy
SAINT-MARTIN, Jean-Guy	Vice-President, Canadian Partnership
SENÉCAL, Nicole	Vice-President, Multilateral Programs
WRIGHT, Arthur	High Commissioner-Designate, Harare

### **Canadian International Trade Tribunal**

ERDMANN, Ron	Executive Director, Research
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### **Office of the Commissioner of Official Languages**

NADON, Jean-Claude	Deputy Commissioner of Official Languages
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### **Canadian Radio-Television and Telecommunications Commission**

DARLING, Allan	Secretary-General
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### **Canadian Space Agency**

DOETSCH, Karl	Director General, Space Station Program
LINDBERG, Garry	Vice-President, Research and Applications

### **Fisheries and Oceans**

BAKER, Ercel	ADM, Operations
BELLEFONTAINE, Neil	Regional Director General, Scotia-Fundy Region
CHAMUT, Patrick	Director General, Pacific Region
FLUMIAN, Maryantonett	ADM, Policy and Program Planning
HACHÉ, Jean-Eudes	Executive Director, Fisheries Operations
RABINOVITCH, Victor	ADM, Regulatory and International Affairs

### **National Defence**

ADAMS, John	ADM, Infrastructure and Environment
CALDER, Kenneth	ADM, Policy and Communications
LAGUEUX, Pierre	ADM, Supply
LINDLEY, Douglas	Associate ADM, Personnel
McLURE, John	ADM, Finance
PEEBLES, Ken	Chief, Research and Development
STURGEON, Raymond	Senior ADM, Materiel

## **Environment Canada**

CLARKE, Anthony	ADM, Conservation and Protection
DOERING, Ron	Executive Director, NRTEE
DORAIS, Michel	Executive Chairman, FEARO
EMMETT, Brian	ADM, Policy and Communications
SLATER, Robert	ADM, Environmental Review and Reporting
TALBOT-ALLAN, Laura	ADM, Corporate Services

## **Veterans Affairs Canada**

BLACKWELL, Linda	ADM, Corporate Services
NICHOLSON, David	Senior ADM
RAINVILLE, Serge	ADM, Veterans Services

## **External Affairs and International Trade Canada**

APRIL, Serge	Deputy High Commissioner, London, England
BARTLEMAN, James	Ambassador to NATO
BEAUCHEMIN, Marie-Andrée	Consul General, Milan, Italy
BELL, John P.	High Commissioner, Malaysia
BELL, Michael	Ambassador to the Netherlands
BERRY, Michael	High Commissioner, Australia
BILD, Fred	Ambassador to the People's Republic of China
BRADFORD, Meriel	Director General, Latin America and Caribbean
BRAULT, Marc-André	Minister (Economic), Washington, D.C.
CARIN, Barry	ADM, Economic Policy and Trade Competitiveness
CLARKE, William	ADM, Personnel
CURTIS, John	Advisor, Economic Analysis
DANIEL, Peter	Faculty Member (CCMD)
DELVOIE, Louis	High Commissioner, Pakistan
DORRETT, Reginald	Consul General, Sydney, Australia
DOYLE, Anne-Marie	Ambassador and Permanent Representative to the OECD, Paris
FRECHETTE, Louise	Ambassador to the United Nations
GOOCH, Stanley	ADM, Latin America and Caribbean
HANCOCK, Peter	Ambassador to Poland
HAYNAL, George	Director General, Policy Planning



HEBERT, Ernest	Ambassador to Denmark
HEINBECKER, Paul	Ambassador to Germany
KERGIN, Michael	Minister (Political), Washington
KINSMAN, Jeremy	Ambassador to the Russian Federation
LAMBERT, Garrett	ADM, Corporate Management
LAVERTU, Gaétan	ADM, Political and International Security
LEGAULT, Leonard	Senior ADM, USA and Coordinator, FTA
MAWHINNEY, Barry	ADM, Legal, Consular and Passport Affairs
MITCHELL, Graham	Principal, Canadian Foreign Service Institute
MOLGAT, Daniel	Chief, Air Negotiator
PARK, Anne	Head of the Canadian Delegation to the Human Rights Commission
PAYNTER, John	High Commissioner, India
PERRON, Marc	ADM, Africa and Middle East
PHILLIPS, Michael	Ambassador to Sweden
ROY, Jacques	Ambassador to Switzerland
SCHUMACHER, Brian	ADM, International Trade Development
STEWART, Gavin	High Commissioner, Singapore
SULLIVAN, Alan William	Consul General, New York
WALKER, Peter	Ambassador to Austria
WEEKES, John	ADM, Trade Policy
WILLIS, Anne-Marie	Consul General in Lyon
WINFIELD, David	Ambassador to Mexico
WRIGHT, Robert	Minister-Counsellor (Economic), Washington
WRIGHT, David	ADM, Europe
DENIS, Germain	ADM, Multilateral Trade Negotiations

### **Department of Finance Canada**

BERNES, Thomas	ADM, International Trade and Finance
CLARK, Scott	Senior ADM and G-7 Deputy for Canada
DRUMMOND, Donald	ADM, Fiscal Policy and Economic Analysis
EMOND, Robert	ADM, Administration
FRANCINO, Michael	ADM, Economic Development Policy
KANE, Thomas	General Director, Tax Policy
KENNEDY, Sheryl	General Director, Financial Sector Policy

LAPOINTE, Paul-Henri	General Director, Fiscal Policy and Economic Analysis
LEPAN, Nicholas	ADM, Financial Sector Policy
LIEBEL, Peter	ADM, Communications and Consultations
PETERSON, Susan	ADM, Federal-Provincial and Social Policy
SHORT, Alan	General Director, Tax Legislation
WOUTERS, Wayne	General Director, Economic Development Policy
ROBINSON, Russ	Special Advisor, Federal-Provincial Transfers
SARGENT, John	Special Advisor to the DM, Tax Policy

### **Federal Office of Regional Development (Quebec)**

BOURGEOIS, Robert	ADM, Operations
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### **Department of Government Services**

EVANS, Reg	ADM, Real Property
GAGNON, Roger	ADM, Translation Services
GIROUX, Robert	Executive Director, Transition Team
GUINDON, René	Second-in-Command for the Government Telecommunications and Information Services
MANCHEVSKY, Norman	Chief Executive Officer, Canada Communication Group
NEVILLE, Richard	ADM, Corporate Services
NURSE, Michael	ADM, Human Resources
PATRIQUIN, Douglas	Special Advisor to the DM and designated Executive Vice-President, Canadian Commercial Corporation
PEARSON, V. Lynne	Chief Executive Officer, Consulting and Audit Canada
SILVERMAN, Arthur	ADM, Supply Operations
STOBBE, Jim	ADM, Government Operational Services
VANIER, Richard	ADM, Architectural and Engineering Services
VEINOT, Brian	ADM, Realty Services

### **Department of Health**

FOSTER, Kent	ADM, Health Protection Branch
JUNEAU, André	ADM, Policy and Consultation
LAFLEUR, Robert	Senior ADM, Corporate Management
STANLEY, Kay	ADM, Health Program and Services
MICHOLS, Dann	Executive Director, National Pharmaceutical Strategy/Drugs Directorate

## **Department of Canadian Heritage**

BLOOR, Barbara	ADM, Corporate Services
COLLET, Roger	ADM, Citizenship and Canadian Identity
LEE, Thomas	ADM, Parks Canada
RACINE, Paul	ADM, Cultural Development and Heritage Programs
LEGROS, Robert	Special Advisor to the Deputy Minister

## **Canadian Human Rights Commission**

HUCKER, John	Secretary-General
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## **Department of Human Resources and Labour**

BOUCHARD, Jean-Claude	ADM, Human Resources
BRAITER, Hyman	Executive Director, Insurance
GLADU, André	ADM, Quebec Region
GOODINGS, Stewart	Faculty Member (CCMD)
GREEN, Ian	ADM, Social Development and Education
HICKS, Peter	Senior Policy Advisor
LAHEY, James	Chairman, Transition and Renewal
LAZAR, Harvey	Senior ADM, Strategic Policy
LILJEFORS, Kristina	Executive Director, Employment
LITTLE, Robert	ADM, Finance and Administrative Services
McDERMOTT, Michael	Senior ADM, Labour
PLANTE-BOYD, Monique	ADM, Income Security
REID, Julian	ADM, Ontario Region

## **Indian and Northern Affairs Canada**

RAYNER, John	ADM, Northern Affairs Program
SINCLAIR, John	ADM, Claims Sector
STAGG, Jack	ADM, Policy and Consultation
WILLIAMS, Alan	ADM, Finance and Professional Services

## **Department of Industry and Science Canada**

ADDY, George	ADM, Competition
BANIGAN, John	ADM, Manufacturing and Processing Industries

BINDER, Mike	ADM, Spectrum, Information Technologies and Telecommunications Industries
LYRETTE, Jacques	President, Centre for Information Technologies Innovation
MARTIN, Jean-François	ADM, Regional Operations
MONETTE, Claire	ADM, Corporate Services
MONNET, Diana	ADM, Consumer Affairs
NYMARK, Alan	ADM, Industry and Science Policy
STEDMAN, Charles	ADM, Service Industries
DESFOSSÉS, Alain	Special Advisor Task Force Regional Operations
HAACK, Robert	Special Advisor for Crown projects
SULZENKO, Andrei	Federal Chief Negotiator, Internal Trade
WILSON, Howard Ross	Assistant Deputy Registrar General, Conflict of Interest

### **Transport Canada**

BARBEAU, Victor	ADM, Airports
BERNIER, Claude	ADM, Personnel
BRENNAN, Martin	Associate ADM, Policy and Co-ordination
DESJARDINS-CHASE, Micheline	ADM, Surface
GAUVIN, Paul	ADM, Finance and Administration
GREENE, Moya	ADM, Policy and Coordination
THOMAS, John	ADM, Marine/Commissioner, Canadian Coast Guard
TURNER, Michael	Deputy Commissioner, Canadian Coast Guard
WIGHTMAN, David	ADM, Aviation

### **National Energy Board**

GLASS, Robin	Executive Director
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### **Revenue Canada**

BASTIEN, Serge	ADM, Regional Operations, Quebec
BATCHELOR, Sheila	ADM, Customs Programs
BEITH, Robert	Senior Advisor to the Deputy Minister and ADM, Appeals
CLARKE, William	ADM, Atlantic Region
CRANDALL, William	ADM, Finance and Administration
HARRISON, Peter	ADM, Human Resources

HYNNA, Martha	ADM, Customs Operations
LEFEBVRE, Denis	ADM, Legislation and Intergovernmental Affairs
McCUISH, Ruby	ADM, Ontario Region
McLEAN, Kent	ADM, Central Region
ROY, Robert	ADM, Taxation
COCKSEGE, Allan	Executive Director, Customs Review Task Force

### **Department of Natural Resources**

BABCOCK, Ken	ADM, Geological Survey of Canada Sector
BOUCHER, Chanel	ADM, Corporate Services
EVERELL, Marc Denis	ADM, Mineral and Energy Technology Sector
HARDY, Yvan	ADM, Forestry Sector
O'DONNELL, J. Hugh	ADM, Surveys, Mapping and Remote Sensing Sector
OULTON, David	ADM, Energy Sector
SULLY, Ronald	ADM, Mineral Policy Sector
MAINI, Jagmohan	Senior Advisor, Sustainable Development

### **Privy Council Office**

BILLINGS, Jane	Assistant Secretary, Government Operations and Labour Relations
BLOODWORTH, Margaret	Assistant Secretary, Legislation and House Planning
HORGAN, Michael	Assistant Secretary, Priorities and Planning
IEVERS, Florence	Assistant Secretary, Intergovernmental Affairs
JACKSON, Ron	Assistant Secretary, Senior Personnel Management
JAUVIN, Nicole	Assistant Secretary, Security and Intelligence
LAFRENIÈRE, Marc	Assistant Secretary, Aboriginal Affairs
MITCHELL, James	Assistant Secretary, Machinery of Government
ROSENBERG, Morris	Assistant Secretary, Economic and Regional Development
SERAFINI, Shirley	Assistant Secretary, Social Development

### **Correctional Service Canada**

DE VINK, Pieter	Deputy Commissioner, Prairies
DUGGAN, John	Deputy Commissioner, Pacific
GIBBS, Willie	Senior Deputy Commissioner
GOBEIL, Rémi	Deputy Commissioner, Atlantic



GRAHAM, Andrew	Deputy Commissioner, Ontario
KULIK, Irving	Assistant Commissioner, Correctional Programs and Operations
PERRON, Jean-Claude	Deputy Commissioner, Quebec
RAMA, John	Assistant Commissioner, Executive Services

### **Public Service Commission**

AMOROSO, Margaret	Executive Director, Executive Programs Branch
ARMIT, Amelita	Executive Director, Corporate Services
CARDINAL, Michel	Executive Director, Staffing Programs Branch
MURPHY, Mary E.J.	Executive Director, Training Programs Branch
WOOD, Douglas H.	Visiting ADM, ADM Resourcing and Executive Exchange

### **Department of Public Security**

BLACKBURN, Robert	ADM, Policy
MOYER, Norman	ADM, Corporate Services
O'HARA, Kathy	ADM, Portfolio Management
TSAI, Georges	ADM, Inland Services

### **Statistics Canada**

BRACKSTONE, Gordon	ACS, Informatics and Methodology
FORTIN, Yvon	ACS, Management Services
GOULET, Yvon	ACS, Communications and Operations
PETRIE, Bruce	ACS, Institutions and Labour Statistics
RYTEN, Jacob	ACS, Business and Trade Statistics
WELLS, J. Stewart	ACS, National Accounts and Analytical Services

### **Supreme Court of Canada**

CROMWELL, Thomas	Executive Legal Officer to Chief Justice of Canada
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### **Treasury Board of Canada-Secretariat**

CAMPBELL, Anthony	Vice-Principal, Advanced Management (CCMD)
CAPPE, Mel	Deputy Secretary, Program Branch
COBB, Allan	Assistant Secretary, Staff Relations

FLEURY, Jean-Guy	Deputy Secretary, Human Resources Policy Branch
GERSHBERG, Sid	Assistant Secretary, Economic Programs
GOOD, David	Assistant Secretary, Expenditure Management
GORMAN, Bernie	Deputy Comptroller General, Financial Management, Information and Systems
McLEAN, Dean	Senior Director, Privatization, Program Branch
McCRINDELL, James	Deputy Comptroller General, Accounting and Costing Policy
OUELLON, Madeleine	Deputy Secretary, Official Languages and Employment Equity
OUIMET, Lise	Assistant Secretary, Classification Equal Pay Information and Pay
PATON, Richard	Deputy Secretary, Administrative Policy
SARKAR, Eileen	Assistant Secretary, Social and Cultural Programs
THIBAULT, Paul	Assistant Secretary Government Operations, External and Defence
RETEFF, Murdock W.	Visiting ADM, Human Resources Policy Branch
WATTERS, David	ADM, Privatization and Crown Corporations

### **Transportation Safety Board**

JOHNSON, Kenneth     Executive Director

### **Western Economic Diversification Canada**

DODSON, Robin	ADM, British Columbia
MONETTE, Rod	ADM, Manitoba
MOORE, Judith	ADM, Saskatchewan
SALLEY, Brian	Senior ADM
WEBSTER, Gary	ADM, Alberta











